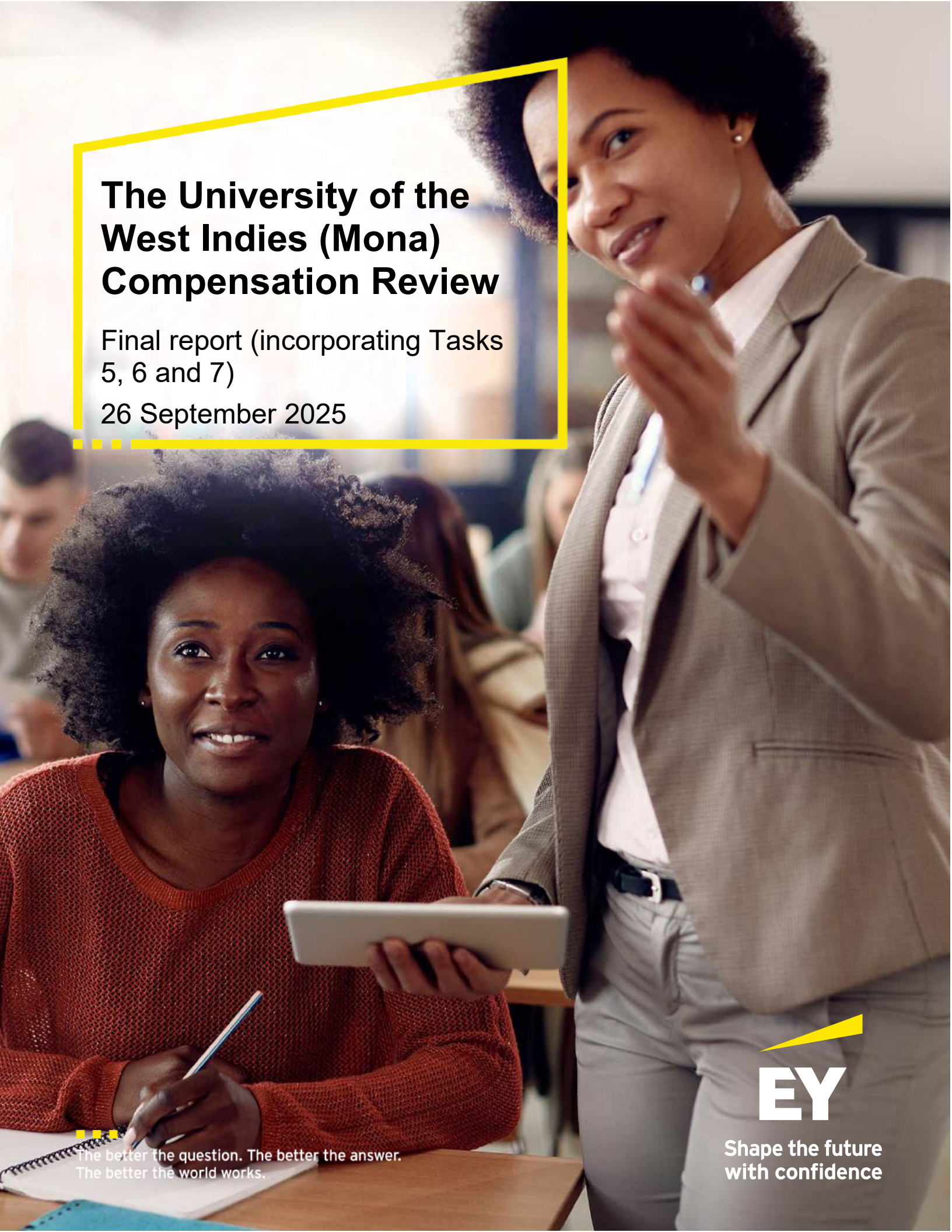




The University of the West Indies (Mona) Compensation Review

Final report (incorporating Tasks
5, 6 and 7)

26 September 2025



**Shape the future
with confidence**

The better the question. The better the answer.
The better the world works.

This page has been intentionally left blank.

Table of Contents

Limitations	5
1. Introduction	6
2. Scope, approach and principles	7
3. Summary of current compensation and grading arrangements	9
4. Benchmark job evaluation and emerging grading options	12
5. Grading structure options	18
6. Market comparisons	23
7. Compensation structure options (pay and allowances)	27
8. Cost modelling	37
9. Summary and outline of the steps required for implementation	46
10. Queries raised during stakeholder discussions	48
11. Appendix I - Terms of Reference	49
12. Appendix II - Formal response from WIGUT	50
13. Appendix III - Inception and Task 2 and 3 reports	51
14. Appendix IV - UWI Factor Plan.....	52
15. Appendix V - List of jobs evaluated and occupational hierarchies	53
16. Appendix VI - Market Comparison Report (Task 4)	54
17. Appendix VII - Complete salary scales	55
18. Appendix VIII – Illustration of how individuals convert to the new ranges	56
19. Appendix IX – WIGUT’s response to Final Report and EY’s Response	68

List of tables

Table 1: Steps to develop new compensation arrangement	7
Table 2: Compensation review principles	8
Table 3: UWI's current grading arrangements.....	11
Table 4: Key points relating to the job evaluation process and findings	13
Table 5: Alignment of ATS grades to new bands	15
Table 6: Alignment of ASAP grades to new bands	16
Table 7: Reclassification of jobs and opportunity for enrichment.....	17
Table 8: Grading structure options	18
Table 9: Key features of the proposed grading options	20
Table 10: Option 1- Simplified ATS bands. Separate grading structures for ATS and ASAP groups.....	21
Table 11: Option 2 – Simplified ATS and ASAP bands. Separate grading structures for ATS and ASAP groups	21
Table 12: Option 3a 12 band structure	22
Table 13: Option 3b 12 band structure	22
Table 14: Market survey participants.....	23
Table 15: Summary comparison of the UWI basic salary and total compensation levels	24
Table 16: Comparison of ATS grades against GOJ grades	25
Table 17: Comparison of ASAP positions against GOJ compensation.....	26
Table 18: Treatment of UWI's allowances.....	29
Table 19: Salary uplifts applied to medical academic salary scales	31
Table 20: Option 1 – Simplified ATS structure	32
Table 21: Option 2 – Simplified ATS and ASAP structures, no housing allowance absorption.....	33
Table 22: Option 2 – adjusted to accommodate 40% housing allowance absorption.....	34
Table 23: Option 3 – Single 12 band structure, no housing allowance absorption	35
Table 24: Option 3 – adjusted to accommodate 40% housing allowance absorption.....	35
Table 25: Option 3 – proposed salary structure for medical academic roles – no housing allowance absorption.....	36
Table 26: Option 3 – proposed salary structure for medical academic roles – adjusted to accommodate 40% housing allowance absorption	36
Table 27: Deductions applied to estimate net pay	38
Table 28: Proposed seniority rule	38
Table 29: Proposed salary conversion rules	40
Table 30: Cost estimates - Option 1 - simplified ATS structure only, with no change to ASAP salary scales – no guaranteed increase	41
Table 31: Cost estimates – Option 1 – simplified ATS structure only, with no change to ASAP salary scales – 2.5% guaranteed net pay increase	41
Table 32: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, no housing absorption, no guaranteed increase	41
Table 33: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, no housing absorption, 2.5% guaranteed net pay increase	42
Table 34: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, with housing absorption, no guaranteed increase	42

Table 35: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, with housing absorption, 2.5% guaranteed net pay increase	42
Table 36: Distribution of salaries in scales – with housing absorption – no guaranteed increase	44
Table 37: Distribution of salaries in scales – with housing absorption – 2.5% guaranteed net pay increase	44
Table 38: Estimated overall cost impact of the scenarios	45

Limitations

This report is intended solely for the information and use by the Management of the University of the West Indies (the UWI) and is not intended to be and should not be used by anyone other than the specified parties. Ernst & Young Services Limited (EY) therefore assumes no responsibility to any other user of the report. Any other persons who choose to rely on our report do so entirely at their own risk.

In conducting this engagement, we have relied on both the data and documented evidence provided and the verbal statements made by the employees of the UWI. We wish to point out that while we have relied on representations made, the persons interviewed are solely responsible for the integrity of their responses to our enquiries.

Additionally, within this specific engagement scope, we have no obligation to update the final report or to revise the information contained therein because of events and transactions occurring that may come to light subsequent to the date of the final report.

All cost estimates are based on the following:

- Actual salary and allowance data for staff based on the September 2024 payroll provided by UWI. Cost estimates only include full time staff matched to current UWI salary grades and excludes persons engaged on fixed term contracts and those in senior leadership positions.
- Allowance data and scenarios as discussed with The UWI project leadership and Steering Committee.
- Cost assumptions and conversion rules are as discussed with The UWI project leadership and Steering Committee.
- Slotting of non-benchmark jobs based on an assumed relationship to benchmark jobs and alignment of current grade to new band, and a small number of proposed reclassifications of jobs as identified by the benchmark job evaluation exercise. It should be noted that the benchmark exercise did not evaluate every job.

Our approach to developing the cost estimates in this report is subject to a number of limitations, and actual costs of implementing the proposals may differ from the estimates provided. The significant limitations affecting our analysis, include the following:

- As noted above, cost estimates have been derived from current compensation data which does not include the full population of staff who would be covered by our proposals. Inclusion of additional staff will impact on costs and the extent of this impact will depend on how the additional groups would be affected by the proposals.
- Cost estimates are based on adoption of the benchmark job bandings indicated in this report, and the mapping of non-benchmarks onto the proposed new structures. Any increases to job bands, as a result of further job evaluations or for other reasons, will have a cost impact.
- Changes to salary structures and allowances which may be negotiated during implementation will have an impact on costs, and further analysis of this should be undertaken based on specific implementation proposals.
- The cost estimates are based on a wage bill model that incorporates a number of different assumptions in order to determine net pay. The interaction between different assumptions in the model has an impact on the cost estimates provided, and although we have sought to develop the model on the most realistic basis possible, a degree of simplification was necessary and the outputs of the model are subject to a degree of uncertainty and margin of error.

1. Introduction

Ernst & Young Services Ltd (EY) was engaged by the University of the West Indies ('the UWI' or 'the University') to carry out a review of compensation for academic, professional, administrative, technical and service staff employed by the UWI Jamaica (UWI Mona Campus, Regional Headquarters and the UWI Global Campus (formerly Open Campus)).

The review took place over an eight month period from 13 September 2024 to 8 May 2025 and was undertaken in partnership with the UWI project team and Steering Committee, including UAWU, MONATS and WIGUT representatives. The review includes the following key tasks:

- Task 1: Project inception and development of an execution plan
- Task 2: Review compensation arrangements (pay and allowances)
- Task 3: Review of job evaluation/grading standards
- Task 4: Conduct market comparisons
- Task 5: Develop and cost compensation options
- Task 6: Detailed option review and costing
- Task 7: Final reporting

This report covers the final deliverables (Tasks 5, 6 and 7) and includes:

- A brief summary of the scope of the project, approach and principles underpinning the new compensation arrangements
- An updated job evaluation factor plan and guidelines developed for the UWI based on the Government of Jamaica J Factor Plan
- The rank order of jobs evaluated using the factor plan
- Proposed banding structure options
- Options for salary structures based on proposed grade/banding structure
- Proposed changes to allowances, including absorption of certain allowances into basic salaries
- Proposed conversion rules for migrating staff to the proposed salary structures, incorporating allowance absorption as appropriate
- Estimated costs of moving to the new salary structures
- Outline of the steps required for implementation.

EY would like to thank the Registrar and Bursar, members of the Steering Committee, Trade Union representatives and the UWI project team for their support and invaluable input throughout the review.

2. Scope, approach and principles

EY were commissioned to support the UWI (Mona) in a review of their compensation arrangements. The terms of reference (Appendix I) for this consultancy required EY to undertake a comprehensive review of The UWI pay and grading systems – which includes salaries and allowances – with the intention of proposing a single job evaluation tool and an updated pay and grading system.

The objectives of the compensation review are to establish compensation arrangements for all occupational groups which address identified anomalies and are:

- Rationalised, simplified and competitive
- Integrated with performance management to create a link between pay and performance
- Supportive of the development of a Creative, Caring, Accountable, Motivated Professional (CAMP) Team

The table below summarises the steps undertaken to develop new compensation arrangements.

Step	Activity
1. Establish criteria for new arrangements	▪ Review current arrangements ▪ Establish principles to guide development of new arrangements
2. Develop job evaluation scheme	▪ Review current job evaluation schemes and ranking methods ▪ Test and update J Factor Plan
3. Evaluate benchmark jobs	▪ Select and evaluate benchmark jobs to represent the range of job demand across the University ▪ Generate a rank order of evaluated jobs to inform grading structure options
4. Establish pay position	▪ Conduct survey and research of comparator organisations locally, regionally and internationally to understand how the basic and total pay levels for academic roles compare to the market ▪ Compare ATS roles to the equivalent roles within GoJ (based on job evaluation)
5. Create grading and pay options	▪ Develop new, simplified grading structure options which cover jobs across the University ▪ Develop approach to management of allowances ▪ Develop basic pay range options and adjusted ranges reflecting allowance consolidation
6. Develop and cost options	▪ Collect full basic and total salary information for the in-scope population ▪ Develop model to project cost impact of options ▪ Understand the impact on individuals and groups
7. Ongoing stakeholder management	▪ Maintain ongoing communication with stakeholder groups (to include, Ministry of Finance, Trade Unions, University leadership and management and the project team) via a regular project team status meeting, Steering Committee and scheduled skills transfer sessions.

Table 1: Steps to develop new compensation arrangement

The Inception stage of the review focused on project inception and development of an execution plan. As part of this phase, discussions were held with stakeholders to develop a detailed understanding of current arrangements and the challenges to be addressed. Based on the issues raised in these meetings and the initial review of the documentation provided, the principles on which The UWI compensation review should be based were agreed as follows:

A sustainable compensation system that supports the delivery of high-quality research and learning, built on the following principles:	
Clear	▪ Makes visible the full value of the total reward package
Consistent	▪ Reduces complexity and increases consistency in the way compensation is structured and managed
Certain	▪ Reduces uncertainty in the level of compensation for the employee and cost for the University ▪ Is affordable within the revenue generating capacity of the University
Competitive	▪ Attracts and retains talent to enhance research and learning ▪ Recognises increasing contribution to research and learning

Table 2: Compensation review principles

These principles address the issues that were identified in the initial discussions and support the overall objective of the University - to advance learning, create knowledge and foster innovation for the positive transformation of the Caribbean and the wider world.

3. Summary of current compensation and grading arrangements

Current compensation arrangements (pay and allowances)

Task 2 involved a review of current compensation arrangements, including basic pay and all allowances. The analysis included the following:

- Review of the key features of current salary scales
- Analysis of current salaries and total compensation by grade/classification
- Analysis of the distribution of current salaries within salary scales
- Analysis of the impact of seniority allowances and supplementary pay
- Review of all other allowances.

The analysis of current salaries and allowances was based on a full payroll dataset from September 2024. The findings of this review were reported in the Task 2 report and at a Steering Committee meeting on 11 November 2024. Subsequently WIGUT provided formal responses which were discussed at a meeting on 13 January 2025. The relevant documents are provided in appendix II.

Based on the analysis of current arrangements, key issues impacting the development of new compensation arrangements were identified as follows:

- Across all staff groups currently salaries are skewed towards the top of the assigned salary scales, with 45% of staff currently paid at their scale maximum, and only 5% of staff paid at their scale minimum.
- This pattern is particularly marked for UAWU staff in the services category, 67% of whom are at the scale maximum. The proportion at the maximum for the professional group is also very high.
- Even among academic and senior administrative staff, many of whom have longer salary scales and may have been promoted in their own right, a relatively large proportion – around one-third – are at their scale maximum.
- In general, the distribution of salaries within scales means there is limited headroom for pay progression within current scales for a high proportion of staff.
- Allowances form a significant proportion of total pay for all groups (about a quarter of total cash compensation) and should therefore be taken into account in any comparison of basic and total compensation.
- Absorption of some allowances into basic pay would increase pensionable pay. The increase in costs may be significant and must be considered in the development and costing of options.
- Seniority pay and allowances mean that a large proportion of staff are either at or above the range maximum.

Current job evaluation methods and tools

The UWI requested a single job evaluation (JE) tool be developed to be applied across all occupational groups and organisational levels. This will support the principle of consistency by establishing a systematic process to determine the relative value or worth of jobs within the organisation.

It was agreed the scheme should:

- Replace the existing ATS scheme for UAWU and MONATS jobs.

- Extend to cover senior administrative and professional jobs within the WIGUT group.
- Be capable of aligning academic roles to the UWI structure.
- Form the basis for the development of a revised market-based salary structure.

Applying a single job evaluation scheme across all employee groups will enable the UWI to:

- Achieve greater transparency in job evaluation and grading standards across the University.
- Create greater internal consistency through a robust, analytical approach to job evaluation, which facilitates the comparison of different types of jobs across the UWI and employee groups.
- Recognise relative job weight across different job types and employee groups.
- Develop a simple, single grading structure covering all job levels.
- Provide a foundation for developing salary ranges that reflect differences in job weight.
- Provide flexibility to respond to changes in job responsibilities resulting from organisational change.

During Task 3, EY undertook a comparative review of current and potential job evaluation schemes and ranking methods. It was subsequently proposed that the GoJ J Factor Plan is adopted as the single job evaluation tool by UWI. The full report (Task 2) detailing the basis for the recommendation is attached in Appendix III. The J Factor Plan (updated for The UWI) will be the key tool to determine job weight. However, once the grading structure is in place - as with the current ATS scheme - it is possible to develop benchmark descriptors for jobs at each grade that can be used to align new jobs within the grading structure. This will simplify the ongoing management of the job evaluation process. However, the J Factor Plan would continue to underpin the system and be used for unusual jobs or where there is uncertainty about the correct grade level.

Meetings were held with WIGUT representatives on 18 November 2024 and with UAWU and MONAT representatives on 20 November 2024 to discuss the above findings. The representatives expressed their satisfaction with the recommendations. More detailed briefings on the J Factor Plan were undertaken on 18 and 19 March, 2025 with Trade Union representatives and staff from payroll and HR to increase understanding of the application of the tool.

Current grade structures

The UWI (Mona) currently have three main grading structures, aligned with the UAWU, MONATS and WIGUT trade union bargaining groups.

- The WIGUT bargaining group broadly includes academic, senior administrative and professional staff group. Salary grades are aligned with the academic hierarchy and there are separate salary grades for certain occupational groups, such as accounting and estate management, although academic salary grades are also used for some senior administrative and professional posts. Salary grades broadly reflect job weight, but the grading structure is not underpinned by a formal system of job evaluation. A particular feature for staff in the WIGUT group is the opportunity to be awarded promotion 'in your own right'. This is intended to recognise contributions to the University and wider community, as well as academic achievement, but such promotions are not necessarily linked with changes in job responsibilities. It should be noted that such promotions are available to senior administrative and professional staff, as well as academics. Task 1 Inception and Task 2 and 3 Review of compensation arrangements (pay and allowances) provides further context to the impact of promotion in own right on compensation arrangements (see Appendix III)

- Grades within the UAWU and MONATS groups overlap with the bottom 3 grades of the MONATS groups corresponding with the top 3 grades of the UAWU group in salary terms.

The current grading arrangements have the following characteristics, advantages and disadvantages. Notwithstanding the benefits of certain aspects of the current arrangements, the remit of the review is to develop a single, integrated grading structure underpinned by a single job evaluation tool.

Current grading arrangements	Advantages	Disadvantages
▪ UAWU (services staff): 6 grades – UAWU grades 1 - 6 ▪ MONATS (administrative and technical staff): 7 grades – MONATS grades 4 – 10, with the bottom 3 grades overlapping the top 3 UAWU grades in terms of salary ▪ WIGUT (academic, senior administrative and professional staff): 26 salary grades (covering academics, accounting, engineering and estate management occupational groups), with limited overlap between the bottom of the structure and MONATS grade 10	▪ Recognition of role differences: separate structures may reflect job-specific requirements more precisely ▪ Maintains established collective agreements ▪ Flexibility in workforce management: occupational groups may have different career progression models, professional standards or job evaluation criteria	▪ Inconsistencies in job evaluation and grading: employees in different bargaining groups may perform similar levels of work but be placed in different grades due to legacy frameworks ▪ Administrative complexity ▪ Limited career mobility across groups ▪ Employee dissatisfaction resulting from real or perceived inequities between groups ▪ Hinders organisational integration, culture and collaboration across groups ▪ Narrowly defined roles which limit: ▪ Individual development and progression ▪ Organisational flexibility, performance and decision making through layers / hierarchy in structure.

Table 3: UWI's current grading arrangements

4. Benchmark job evaluation and emerging grading options

The following section sets out the approach to the benchmark job evaluation exercise and the emerging grading options based on the results.

UWI Factor Plan

Initial job evaluation training was undertaken with the HR team on 27 November 2024. This was designed to build understanding of the purpose of job analysis and job evaluation, to familiarise the team with the J Factor Plan and to practice use of the tool. Subsequently, a broader group of HR staff were trained alongside UAWU, MONATS and WIGUT representatives on 18 and 19 March 2025 to deepen understanding of the tool and its application. Subsequent to these sessions, the J Factor Plan was reviewed, language and guidance notes updated, and benchmark jobs added so that the tool was relevant and tailored to the University. The updated UWI Factor Plan is attached in Appendix IV.

Benchmark job evaluation

Benchmark jobs were selected to be representative of the varying levels of job demand and types of roles within the UWI. While the benchmarks do not capture every job, they are intended to reflect the breadth and complexity of job demand and range of job types across the University.

An initial set of 77 benchmark jobs was agreed for evaluation. To date, EY have conducted 157 evaluations using the J Factor Plan, based on job descriptions and information on organisation structures provided by UWI. The evaluated jobs cover the main job types and occupational groups in the University, including:

- | | |
|--|---------------------|
| ▪ Service roles | ▪ Finance |
| ▪ Artisans | ▪ IT |
| ▪ Administration | ▪ Technical support |
| ▪ Secretarial | ▪ Pharmacy |
| ▪ Legal | ▪ Bookshop |
| ▪ Records management | ▪ Nursing |
| ▪ Estates management (including engineering) | ▪ Library |
| ▪ HR | ▪ Academic roles |

Results were checked and validated through structured sessions with the UWI HR team. At the end of the evaluation process:

- The project team were asked to review the draft rank order to identify any anomalies
- EY reviewed the data to identify any inconsistencies in scoring
- Comparisons were made with similar roles within GoJ. To facilitate this, the Transformation Implementation Unit (TIU) authorised comparison with the evaluation of benchmark jobs in GoJ
- The rank order was further reviewed against current hierarchies and relativities
- Where potential anomalies were identified, the job content was reviewed to either verify or moderate the scores

A full list of jobs evaluated is provided in Appendix V. Key points relating to the job evaluation process and findings are summarised in the table to follow.

	Area	Details
1	The UWI (Mona) Factor Plan	▪ The J Factor Plan was able to assess the job demands of roles within the UAWU and MONAT groups and for professional and administrative roles in the WIGUT grouping. For many there is a direct read across to similar roles within GoJ. ▪ Core academic roles were also assessed using the Factor Plan. The evaluation focused on the core activities and accountabilities of the principal academic roles of assistant lecturer, lecturer and professor. Development and growth of academics encompasses research excellence, teaching, collaboration, community engagement and leadership, all of which contribute to the overall mission of the University. Job evaluation has sought to assess the relative job weight of academic roles within UWI in comparison with other roles. However, it does not seek to assess individual contributions which are an important factor influencing progression through the academic hierarchy. ▪ The UWI (Mona) Factor Plan has been updated to reflect the levels and language within UWI. Additional guidance notes and reference benchmark jobs are also provided.
2	Simplification of current job titles	▪ Currently, different job titles appear in the same grade e.g. Gardener I & II, Billing & Collections Clerk I & II, Administrative Officer I & II. There is an opportunity to simplify the structure by creating a single job when aligned to the same grade e.g. Gardener, Billings & Collections Clerk.
3	Simplification of levels within some occupational groups	▪ The review found insufficient differentiation of work to warrant separate grades in some occupational groupings e.g. clerical I/II, secretary I/II. It is recommended a single job is developed in these cases to simplify the structure and hierarchy.
4	Separation of grading structures by TU does not reflect job weight	▪ Some jobs at the top of MONATS were evaluated to have equivalent or higher job weight to the lower end of the WIGUT group.
5	Some jobs appear incorrectly graded currently	▪ It is proposed that jobs where the evaluated job weight is higher than the current grade e.g. Pharmacists, Medical Technologists, are reclassified on conversion to the new structure. This is most prevalent in the overlap between the top of the MONATS structure (grades 9 and 10) and lower level WIGUTS classifications. ▪ There are a small number of roles where evaluated job weight is less than other jobs within their current grade. This provides the opportunity to enrich these roles. Individuals would convert on their existing salary and grade; however, on recruitment, the revised (lower) grading should be used if the job has not been enhanced. ▪ Table 7 below provides the list of benchmark jobs where reclassification could be considered.

Table 4: Key points relating to the job evaluation process and findings

Grade/band boundaries

The UWI job scores derived from the benchmark exercise were reviewed to determine the appropriate number of bands. The following steps were taken:

- The GoJ band boundaries were applied as an initial indicator of band. This analysis indicated jobs up to executive leadership could be accommodated within a 12-band structure. Senior leadership positions span a further 4 bands from The UWI bands 13 to 16. These senior leadership bands reflect The UWI hierarchy up to Principal
- The GoJ banding structure is appropriate at ATS levels and for many senior administrative and professional roles, where UWI jobs are similar to those found within GoJ.
- The GoJ bands accommodate a wider range of jobs than the narrower grades in UWI. As a result, the benchmark exercise indicated some grades within ATS could be merged where differences in job weight are small. This would mean a reduction of grades within the ATS group from 10 to 7.
- Academic roles were aligned to bands based on evaluated job weight for assistant lecturer, lecturer and professor. The 12-band structure was able to replicate the accepted hierarchy of academic roles and reflects the existing practice of ranges to and above the bar. Academic medical roles were not separately evaluated. We recommend the current practice of differentiating these roles by means of a salary uplift is maintained.
- As a further check, the distribution of benchmark scores was reviewed to identify any significant clustering of scores and gaps in the scoring distribution that might indicate that alternative grade boundaries should be considered. Grade/band boundaries were cross checked against current salary grade groupings to understand accepted relativities and reflect these, where this was supported by job evaluation. This analysis confirmed that the UWI score distribution is consistent with the GoJ band boundaries and that the alignment of UWI grades to GoJ bands is appropriate
- Finally, hierarchies within job families were reviewed against the banding structure. In the majority of cases, the hierarchy can be replicated through the 12-band structure. The benchmark exercise does provide useful information for future roles and structures. Fewer bands provide the opportunity to deliver a broader range of work within a simplified structure. Delaying may therefore be possible to reflect work hierarchy and process. From an individual perspective, broader bands provide opportunity for lateral progression and allow demonstration of growth within a job.

Alignment of jobs to bands

The purpose of the benchmark evaluation process was to inform the development of new grading/band structure options. It is therefore not exhaustive and cannot provide a complete picture of all roles within The UWI. Current grades are aligned to a band based on where the majority of evaluated jobs for that grade fall.

For ATS grades this is as follows:

New UWI band	Current UWI grade	Staff Group	Comment
ATS1	1	UAWU	Grades merged based on job evaluation results
	2	UAWU	
ATS2	3	UAWU	Grades merged based on job evaluation results
	4	UAWU, MONATS	
ATS3	5	UAWU, MONATS	
ATS4	6	UAWU, MONATS	
ATS5	7	MONATS	Grades merged based on job evaluation results
	8	MONATS	
ATS6	9	MONATS	Alignment of jobs to band based on job weight (see below)
ATS7	10	MONATS	

Table 5: Alignment of ATS grades to new bands

For ASAP grades, if salary grades are simplified, they would be aligned to bands as follows. Medical roles would continue to be differentiated through salary:

New UWI Band	Current UWI grade	Staff Group
ASAP1	MS102 MS103 MS120 MS134	- WIGUT Senior Library Assistant - WIGUT Foreign Language Instructor - WIGUT Accounting Assistant - WIGUT Instructor
ASAP2	MS104	WIGUT Assistant Lecturer (Non-Medical)
ASAP3	MS108 MS121 MS105 MS107	- WIGUT Lecturer Non-Medical To Bar - WIGUT Assistant Accountant - WIGUT Superintendent of Works - WIGUT Engineer
ASAP4	MS129 MS111 MS112	- WIGUT Lecturer Non-Medical Above Bar - WIGUT Accountant - WIGUT Deputy Estate Manager
ASAP5	MS114 MS113 MS122	- WIGUT Senior Lecturer Non-Medical To Bar - WIGUT Senior Engineer - WIGUT Senior Accountant To Bar
ASAP6	MS131 MS115 MS117 MS132	- WIGUT Senior Lecturer Non-Medical Above Bar - WIGUT Deputy Librarian - WIGUT Estate Manager - WIGUT Senior Accountant Above Bar

New UWI Band	Current UWI grade	Staff Group
ASAP7	MPR01	▪ WIGUT Professor – None-Medical

Table 6: Alignment of ASAP grades to new bands

Reclassification of jobs

The table below highlights those jobs where the benchmark exercise shows the job weight is different to the current grade. It is proposed where the evaluated band is higher than current, these jobs should be aligned at the evaluated band on implementation of the new structure.

A small number of jobs fall below the typical evaluated score for the grade. This indicates an opportunity to review and enrich these roles. In these cases, it is recommended individuals convert on their existing salary and grade and job enrichment opportunities are identified. On recruitment, the revised grading should be used if it is found there is no need for the job to be enhanced.

Job title/category	Current grade	Evaluated band (based on simplified banding)
Align at a higher band		
Chief Animal Attendant	MF1 04	3
Electrician	MF2 06	5
Seismic Officer	MF1 07	6
Research Nurse	MF1 09	7
Senior Medical Technologist II	MF1 09	7
Chief Medical Technologist	MF1 10	8
Admin Medical Technologist	MF1 10	9
Facilities Supervisor	MF1 09	7
Assistant Superintendent	MF1 10	7
Technical Manager	MF1 10	7
Auditor	MF1 10	7
Assistant Manager, Bookshop	MF1 10	7
Chief Reactor Operator	MF1 10	7
Chief Scientific Officer	MF1 10	7
Pharmacist II	MF1 10	8
Chief Pharmacist	MF1 10	9
Systems Support Supervisor	MF1 10	8

Job title/category	Current grade	Evaluated band (based on simplified banding)
Opportunity for job enrichment		
Chapel Attendant	MF1 06	1
Records Assistant (non-central records)	MF1 05	2
Accounting Clerk 1	MF1 06	2

Table 7: Reclassification of jobs and opportunity for enrichment

Occupational hierarchies

Although not all jobs within an occupational hierarchy were evaluated, evaluated benchmark jobs can be used to determine the banding for levels based on current hierarchies. Occupational hierarchies have been compiled using:

- Jobs listed in the September 2024 payroll
- The current grades attached to each role
- The aligned band based on current grade
- The impact of any upward reclassifications noted in the tables above.

Throughout the evaluation process it was noted some levels and jobs are no longer in use and/or that job titles may not reflect the job being performed. This is particularly true for WIGUT staff where the individual may be graded at a level which is different to the grade of the role.

It is recommended the hierarchies and alignment of individuals to jobs and grades is reviewed in detail by The UWI so that the data provided accurately reflects current jobs, titles and grades.

A list of occupational hierarchies aligned to bands on the basis outlined above is provided in Appendix V.

5. Grading structure options

Having established the appropriate number of bands, grade structure options were developed. The following principles guided this:

- Recognition of significant differences in job value, based on contribution to the University's mission and as identified through job evaluation.
- Internal equity - roles with comparable levels of overall job weight should be placed within the same grade/band.
- Clarity and transparency - criteria for determining grades should be clear, documented, and easily understood.
- Objective, defensible, consistent - there should be consistency in the application of the job evaluation and grading process and fair treatment across all role types.
- Grading structures should support and align with other management mechanisms such as career progression pathways.

The remit of the review is to develop a single, integrated structure. However, the current structure reflects a clear distinction in the way in which ATS and ASAP staff are compensated, and progression is managed. We have therefore developed three main options which range from simplification of the current structure towards a fully integrated structure. These are summarised in the table below and then described more fully with potential advantages and disadvantages.

Simplified		Integrated	
Option 1	Option 2	Option 3a	Option 3b
▪ Retain separate ATS and ASAP structures ▪ Simplify ATS into 7 bands ▪ Maintain current ASAP salary grade structure	▪ Retain separate ATS and ASAP structures ▪ Simplify ATS into 7 bands ▪ Simplify ASAP salary grades into 7 bands	▪ Fully integrated and simplified 12 band structure covering all staff up to senior leadership	▪ Fully integrated and simplified 12 band structure covering all staff up to senior leadership ▪ Academic and non-academic tracks introduced from Band 6
▪ Retain 4 senior leadership bands ▪ Differentiation of academic medical roles continues to be achieved through salary			

Table 8: Grading structure options

The following table describes the key features of the proposed grading options, together with potential advantages and disadvantages.

	Option	Key features	Advantages	Disadvantages
1	- Retain separate ATS and ASAP structures - Simplify ATS into 7 bands - Maintain current ASAP salary structure	- Maintain separate ATS and ASAP salary structures - Rationalise 10 ATS grades into 7-band structure based on job evaluation results - Reclassify some specific positions based on job evaluation results - Retain separate leadership bands - Differentiation of academic medical roles continues to be achieved through salary	- Minimises disruption - Simplifies ATS structure and aligns to GoJ banding - Maintains current ASAP grades - Addresses some grading inconsistencies	- Does not address complexity or operational inefficiency of current grading - Retains potential inconsistency in job weight between groups – jobs of similar job weight (at the top of ATS and bottom of ASAP) are managed under different grade structures
2	- Retain separate ATS and ASAP structures - Simplify ATS into 7 bands - Simplify current 26 ASAP salary grades into 7 bands - Maintain current ASAP salary structure	- Maintain separate ATS and ASAP salary structures - Rationalise 10 ATS grades into 7-band structure based on job evaluation results - Simplify current 26 ASAP salary grades into 7 bands - Retain separate leadership bands - Specific positions reclassified based on JE results - Differentiation of academic medical roles continues to be achieved through salary	- Limits disruption - Simplifies ATS structure and aligns to GoJ banding - Simplifies administration and complexity with ASAP group - Addresses some grading inconsistencies	- Retains complexity and potential inconsistencies of separate ATS and ASAP structures - Maintaining separate grading structures for different bargaining groups may result in operational inefficiencies, inconsistencies and equity challenges
3a	Fully integrated and simplified 12 band structure covering all staff up to senior leadership	- Single grading structure of 12 grades/bands up to senior leadership - Retain separate leadership bands - Differentiation of academic medical roles continues to be achieved through salary	- Provides single, consistent and equitable structure for all staff - Supports career mobility and cross-functional progression - Promotes fairness, transparency and administrative efficiency, as well as supporting greater career mobility, consistency in job evaluation and alignment with the UWI's strategy	- Likely to be disruptive to implement initially due to current overlap of ATS and ASAP levels - Some complexity in management of conditions and allowances applied to different groups at bands 6 and 7 – this could be managed through HR policy applications by role - Depending on approach to allowance adsorption – increases

	Option	Key features	Advantages	Disadvantages
				costs due to integration of structures at bands 6 and 7
3b	- Fully integrated and simplified grading structure covering all staff - Academic and non-academic tracks introduced from Band 6	- Single 12 band grading structure up to senior leadership - Retain separate leadership bands - Divergence into academic and non-academic track at Band 6 - Academic track retains the ability to move through levels (to and above the bar and between lecturer, senior lecturer and professor) based on agreed criteria and process - Jobs aligned to the non-academic track based on agreed criteria and process - Jobs aligned to the non-academic track based on job weight - Differentiation of academic medical roles continues to be achieved through salary	- Retains mechanism to recognise the development and impact of individuals in academic roles - Allows individuals in SAP to: - Develop the role (if required by UWI) which may lead to re-classification to a higher band - Apply for or be promoted into an established job at a different band - Allows UWI to reflect different benefits arrangements for academics and non-academics - Allows UWI to manage establishment for non-academic roles based on job requirements and organisation structure - Aligns with international practice in university grading structures	- Requires policy development - SAP staff regraded based on job requirements rather than individual development

Table 9: Key features of the proposed grading options

These options are illustrated in the following tables to show how current salary grades would be aligned to the new UWI grading structures and bands.

1. **Option 1:** This option would maintain separate grading structures for ATS and ASAP groups, simplify ATS grades to 7 bands aligned with GoJ and, maintain current ASAP salary grades.

New UWI band	ATS structure			ASAP structure	
	Current UWI grade	Staff Group	Comment	Current UWI grade	Staff Group
ATS1	1	UAWU	Grades merged based on job evaluation results	MS101	• WIGUT Teaching/Research/Foreign Assistant • WIGUT Senior Library Assistant • WIGUT Foreign Language Instructor • WIGUT Accounting Assistant • WIGUT Instructor • WIGUT Assistant Lecturer (Non -Medical) • WIGUT Assistant Lecturer (Medical) • WIGUT Lecturer Non -Medical To Bar • WIGUT Lecturer Medical To Bar • WIGUT Assistant Accountant • WIGUT Superintendent of Works • WIGUT Engineer • WIGUT Lecturer Non -Medical Above Bar • WIGUT Lecturer Medical Above Bar • WIGUT Accountant • WIGUT Deputy Estate Manager • WIGUT Snr Lecturer Non -Med To Bar • WIGUT Snr Lecturer Medical • WIGUT Senior Engineer • WIGUT Senior Accountant To Bar • WIGUT Snr. Lecturer Non -Med Above Bar • WIGUT Deputy Librarian • WIGUT Estate Manager • WIGUT Senior Accountant Above Bar • WIGUT Professor - Non-Medical • WIGUT Professor - Medical
	2	UAWU		MS102	
ATS2	3	UAWU	Grades merged based on job evaluation results	MS103	
	4	UAWU, MONATS		MS120	
ATS3	5	UAWU, MONATS		MS134	
ATS4	6	UAWU, MONATS		MS104	
ATS5	7	MONATS	Grades merged based on job evaluation results	MS109	
	8	MONATS		MS108	
ATS6	9	MONATS	Grades merged based on job evaluation results.	MS110	
	10	MONATS		MS121	
ATS7	10	MONATS	Alignment of some MONATS 10 jobs to band based on job weight.	MS105	
				MS107	
				MS129	
				MS130	
				MS111	
				MS112	
				MS114	
				MS116	
				MS113	
				MS122	
				MS131	
				MS115	
				MS117	
				MS132	
				MPR01	
				MPR02	
				Executive leadership	
				MCM	• Executive management

Table 10: Option 1- Simplified ATS bands. Separate grading structures for ATS and ASAP groups

2. **Option 2:** This option would maintain separate grading structures for ATS and ASAP groups, simplify ATS grades to 7 bands aligned with GoJ and simplify ASAP salary grades to 7 bands. Academic medical roles would continue to be differentiated through salary.

New UWI band	ATS structure		
	Current UWI grade	Staff Group	Comment
ATS1	1	UAWU	Grades merged based on job evaluation results
	2	UAWU	
ATS2	3	UAWU	Grades merged based on job evaluation results
	4	UAWU, MONATS	
ATS3	5	UAWU, MONATS	
ATS4	6	UAWU, MONATS	
ATS5	7	MONATS	Grades merged based on job evaluation results
	8	MONATS	
ATS6	9	MONATS	Alignment of jobs to band based on job weight. Small number of jobs move to ASAP structure
ATS7	10	MONATS	

New UWI band	ASAP structure			
	Current UWI grade	Staff Group		
ASAP1	MS102 MS103 MS120 MS134	• WIGUT Senior Library Assistant • WIGUT Foreign Language Instructor • WIGUT Accounting Assistant • WIGUT Instructor		
	ASAP2	MS104 • WIGUT Assistant Lecturer (Non -Medical)		
	ASAP3	MS108 MS121 MS105 MS107	• WIGUT Lecturer Non -Medical To Bar • WIGUT Assistant Accountant • WIGUT Superintendent of Works • WIGUT Engineer	
		ASAP4	MS129 MS111 MS112	• WIGUT Lecturer Non -Medical Above Bar • WIGUT Accountant • WIGUT Deputy Estate Manager
ASAP5			MS114 MS113 MS122	• WIGUT Snr Lecturer Non -Med To Bar • WIGUT Senior Engineer • WIGUT Senior Accountant To Bar
			ASAP6	MS131 MS115 MS117 MS132
	ASAP7	MPR01		• WIGUT Professor - Non-Medical
Executive Leadership				
Leadership	MCM	• Executive management		

Table 11: Option 2 – Simplified ATS and ASAP bands. Separate grading structures for ATS and ASAP groups

3. **Option 3a:** This option would create a single 12 band structure up to senior leadership. Academic medical roles would continue to be differentiated through salary.

New band	Alignment of current grades to the new bands	
	Current grade	
1	01	• UAWU
	02	• UAWU
2	03	• UAWU
	04	• UAWU, MONATS
3	05	• UAWU, MONATS
4	06	• UAWU, MONATS
5	07	• MONATS
	08	• MONATS
6	MF09/10 MS101 MS134	• MONATS (aligned by job weight) • WIGUT Teaching/Research/Foreign Asst • WIGUT Instructor
7	MF09/10 MS104	• MONATS (aligned by job weight) • WIGUT Assistant Lecturer (Non -Medical)
8	MS108 MS121 MS105 MS107	• WIGUT Lecturer Non -Medical To Bar • WIGUT Assistant Accountant • WIGUT Superintendent of Works • WIGUT Engineer

New band	Alignment of current grades to the new bands	
	Current grade	
9	MS129 MS111 MS112	• WIGUT Lecturer Non -Medical Above Bar • WIGUT Accountant • WIGUT Deputy Estate Manager
10	MS114 MS113 MS122	• WIGUT Snr Lecturer Non -Med To Bar • WIGUT Senior Engineer • WIGUT Senior Accountant To Bar
11	MS131 MS115 MS117 MS132	• WIGUT Snr. Lecturer Non -Med Above Bar • WIGUT Deputy Librarian • WIGUT Estate Manager • WIGUT Senior Accountant Above Bar
12	MPR01	• WIGUT Professor - Non-Medical
Executive Leadership		
13 -15	MCM	• Executive management

Table 12: Option 3a 12 band structure

4. **Option 3b:** This option would create a single 12-band structure up to senior leadership and introduce academic and non-academic tracks to manage progression through the bands from Band 6. Academic medical roles would continue to be differentiated through salary.

New bands 13+		Executive leadership	
New band	Academic Track	UWI Administrative and Professional banding structure	
		Current grade	Example roles
12	Professor	MPR	-
10/11	Senior Lecturer Above Bar	MS17	e.g. Chief Information Officer, Estate Manager
	Senior Lecturer To Bar	MS14	e.g. Campus Data Protection Officer
8/9	Lecturer Above Bar	MS12	e.g. Deputy Estate Manager
	Lecturer To Bar	MS08	e.g. Engineer
7A	Assistant Lecturer	MS04	e.g. Assistant Manager, HR Officer
6A	Instructor	MF10 (aligned by job weight)	
Administrative and Professional or Academic Track			
6P	MF09/10 (aligned by job weight)	MONATS 09/10	
5	MF08	MONATS	
	MF07	MONATS	
4	MF06	UAWU, MONATS	
3	MF05	UAWU, MONATS	
2	MF04	UAWU	
	MF03	UAWU, MONATS	
1	MF02	UAWU	
	MF01	UAWU	

Table 13: Option 3b 12 band structure

Based on the remit of the review, options 3a or 3b are recommended for further consideration.

6. Market comparisons

EY was commissioned to undertake market comparisons for academic roles and the detailed results have been set out in the Task 4 report. This section summarises the methodology used to determine the market position of ATS, SAP and academic roles together with the key findings from this research.

Methodology

Market compensation data allows comparisons to be made between the UWI basic pay and total compensation and appropriate market levels. In addition, it informs the target market position of future salary and total compensation structures for the UWI.

The following approach was used to complete market data for roles across the UWI.

ATS and SAP roles

- The GoJ compensation review included a detailed survey of market data for private sector companies in Jamaica. GoJ is the largest single employer within Jamaica, and it is possible to make clear comparisons between professional, administrative, technical and service roles within GoJ and the UWI. It was agreed the GoJ 2024/5 ranges could be used as a proxy for private sector rates for non-academic roles. It should be noted these are currently under negotiation and will be uplifted in 2025/26.
- Job evaluation enables the UWI to compare jobs with GoJ roles and therefore understand the relative compensation position of jobs against GoJ based on job banding and GoJ salary scales.

Academic roles

- Tailored market research in this review is primarily focused on academic institutions and roles only. In addition to key academic roles, the research included a small subset of non-academic roles at the leadership level.
- The research combines an analysis of both market survey and published data as follows.

Local and Regional Institutions	
1. University of Technology (UTech), Jamaica	▪ Canadian Association of University Teachers (CAUT), Canada ▪ Statistics Canada ▪ American Association of University Professors (AAUP), US ▪ Chronicle Higher Education, US ▪ National Center for Education Statistics (NCES), US ▪ National Education Association Higher Education Faculty Salary Analysis: 2021-22, US ▪ <u>Universities and Colleges Employers Association (UCEA)</u>, UK ▪ <u>University and College Union (UCU)</u>, UK ▪ <u>Higher Education Funding Council for England (HEFCE)</u>, UK ▪ University websites including The State University of New York (SUNY), US, University of Sussex, UK, University of York, UK check that all main sources are referenced here
2. Northern Caribbean University (NCU), Jamaica	
3. University of the Commonwealth Caribbean (UCC), Jamaica	
4. The University of the West Indies (St. Augustine)	
5. St Georges University, Grenada (Medical only)	
International Institutions	
1. Birmingham City University, UK (501 - 600 th)	
2. York University, UK (401 - 500 th)	
3. University of Sussex, UK (201 - 250 th)*	

Table 14: Market survey participants

The following should be considered in any survey of this type:

- Survey data has been adjusted to take account of differences in currencies and the cost of living.
 - Compensation comparisons between different countries are more difficult to undertake than comparisons within a single country. Comparisons take account of the differences in the currencies that the data is reported in and in the cost of living between countries. Comparative cost of living data was compiled from Numbeo.com (<https://www.numbeo.com/cost-of-living/>).
- Funding varies and will impact the funds available for the management of compensation.
 - Although all public universities in the UK, US and Canada are funded through a combination of government funding, tuition fees, research grants and endowments and donations, the level of funding in addition to government funding varies.
- The way in which compensation levels are set varies by country.
 - Again, this impacts the way in which compensation is managed and should be taken into account in the comparison of compensation levels.

Key findings – Academic roles

The full market comparison report (Task 4) is attached in Appendix VI.

The table below presents a summary comparison of the UWI basic salary and total compensation levels relative to the competitive market. All figures have been adjusted to take into account cost of living differences. Key observations are:

- Compared to the United States and Canada market, UWI average basic salary differentials are 17% below the market. However, the relatively high level of housing, other allowances and benefits provided by the UWI mean that in total compensation terms, the gap with the market is smaller – 3% below.
- Compared to the United Kingdom, UWI basic salary differentials average 21% below the market. However, in total compensation terms the position changes with UWI compensation differentials averaging 11% above the market. Again, this reflects the relatively high level of allowances and benefits provided by the UWI and the more limited provision that is typical in the UK.
- Compared to the Jamaica and regional market, UWI basic salary differentials average 29% above the market, and the gap is much greater – averaging 66% - in total compensation terms.
- It should be noted the roles of Registrar and Deputy Registrar typically have a narrower focus than the roles within The UWI.

Comparator Market	Average Differential – Basic Salary	Average Differential - Total Compensation
United States and Canada	-17%	-3%
United Kingdom	-21%	11%
Jamaica and Regional	29%	66%

Table 15: Summary comparison of the UWI basic salary and total compensation levels

Key findings – ATS and SAP grades

Comparison has been made with the current published ranges for GoJ. The following should be noted:

- GoJ salary ranges are valid as at April 2024 and are subject to negotiation for 2025/2026
- GoJ salaries include allowances absorbed into basic pay under the compensation review and this should be considered in comparison of basic salary levels
- Comparison is based on the alignment of current UWI grades to GoJ bands identified through the job evaluation exercise.

Group/Grade	UWI Average Salary compared to Public Service midpoint	UWI Total Compensation compared to Public Service Total Compensation
UAWU/Services	-19%	-9%
01	-21%	-13%
02	-14%	-4%
03	-24%	-18%
04	-15%	-4%
05	-35%	-26%
06	-20%	-6%
MONATS/Admin & Technical	-31%	-8%
04	-28%	-6%
05	-28%	1%
06	-21%	3%
07	-38%	-23%
08	-29%	-12%
09	-37%	-12%
10	-31%	-5%

Table 16: Comparison of ATS grades against GOJ grades

Group/Grade	UWI Average Salary compared to Public Service midpoint	UWI Total Compensation compared to Public Service Total Compensation
Instructor	12%	47%
Asst. Lecturer - Non Medical	-4%	25%
Lecturer Non-Medical To Bar	1%	31%
Lecturer Non-Medical Above Bar	3%	34%
Snr Lecturer Non-Med To Bar	-4%	16%
Snr Lecturer Non-Med Above Bar	5%	29%
Engineer	16%	33%

Group/Grade	UWI Average Salary compared to Public Service midpoint	UWI Total Compensation compared to Public Service Total Compensation
Senior Engineer	-1%	23%
Deputy Librarian	7%	29%
Superintendent of Works	-6%	27%
Estate Manager	6%	37%
Assistant Accountant	0%	34%
Senior Accountant To Bar	-4%	8%
Senior Accountant Above Bar	-1%	27%
Professor - Non Medical	11%	43%
Grand Total	1%	28%

Table 17: Comparison of ASAP positions against GoJ compensation

Conclusions

1. For ATS grades UWI current salaries are significantly below GoJ salaries for jobs at equivalent levels. The gap is particularly marked for the MONATS group, for which average salaries are 30% below the public service salary scale midpoints.
2. The prevalence of allowances in UWI for the ATS group means that in total compensation terms, the gap between and UWI and GoJ is smaller. However, UWI average total pay is below GoJ levels for most grades.
3. Comparison to GoJ salaries and total compensation for the ASAP group presents a contrasting position. For a large majority of grades UWI average salaries are above GoJ at equivalent levels, and the difference is substantial in many cases. When comparing total compensation, the impact of housing allowances, which are generally no longer offered in the public service, means that UWI total compensation is, on average, 45% higher than GoJ at equivalent levels.
4. When comparing salaries and total compensation for key academic levels to the local, regional and international market a more nuanced position emerges:
 - Compared to the United States, Canada and the United Kingdom, UWI average basic salaries are between 17% to 21% below the market levels. However, the impact of allowances bridges the gap and UWI total compensation is 3% below the US and Canada and 11% above the UK.
 - Compared to the Jamaica and regional comparators, UWI basic salaries are 29% higher than the average of the market, and 66% higher in terms of total compensation.
5. The market comparisons provide clear evidence of the desirability for the UWI to increase basic salaries and, to a lesser extent, total compensation for staff in the ATS groups in order to restore competitiveness with GoJ compensation levels.
6. In contrast, for the ASAP groups, current salaries and overall compensation levels are competitive with the local, regional and international comparators, and our analysis does not support the need for increases in pay levels at this time. This should be reviewed once the GoJ settlement for 2025/26 has been agreed.

7. Compensation structure options (pay and allowances)

The following section sets out proposed compensation structure options. These are based on:

- The grading structure options set out in section 5.
- The market comparison data set out in section 6.
- The treatment of allowances as set out below.

Allowances

The analysis and proposed treatment of allowances was discussed with the UWI and is recorded in the Task 2 report (see Appendix III). The following should be noted:

- Allowances form a significant proportion of total pay for all groups and should therefore be taken into account in any comparison of basic and total compensation.
- Absorption of some allowances into basic pay would increase pensionable pay. This will increase both employer and employee pension contributions. The increase in payroll in costs may be significant and should be considered in the development and costing of options.
- Seniority pay and allowances mean that a large proportion of staff are either at or above the range maximum. This, in addition to any allowance absorption, indicates a need for ranges to be designed to allow for headroom for progression of staff within salary scales.

The final position on allowances is subject to negotiation. However, the following principles were agreed:

- Where an allowance is paid to all staff in a category, salary structure development and modelling should assume absorption into basic pay
- Where the allowance is specific to a job or relates to distinct requirements/circumstances, the allowances should remain outside basic pay. These should be reviewed and simplified where possible.
- Salary structure options should be developed which provide for the full 40% housing to be a) retained as an allowance b) absorbed into salary.

The treatment of allowances based on these principles is summarised in the table below:

Allowance	Key data	Action
Housing allowance - general	▪ Applies to academic, professional and senior administrative staff¹ ▪ 30% of salary ▪ Taxable; non-pensionable	▪ Two options discussed: ▪ Absorb into basic salary just Mona Housing (10%). Note this will impact salary and therefore the 30%.
Mona housing allowance	▪ Applies to academic professional and senior administrative staff based at Mona campus ▪ 10% of salary ▪ Taxable; non-pensionable	▪ Absorb into basic salary both Housing General (30%) and Mona Housing (10%) Retain as a specific allowance to cover housing costs or absorb into basic salary, subject to sustainability of increased employer pension contributions ▪ If absorbed, additional employee pension contributions to be met by staff

¹ Note: The September payroll data showed a small number of staff in the Admin/Technical category who were in receipt of housing general and Mona housing allowances. We understand this is likely to be the result of a data inconsistency, since this category is not entitled to housing allowance.

Allowance	Key data	Action
		▪ If absorbed, need to consider impact on supplementation, which could be significant, potentially applying to 116 staff ▪ Note – options are modelled based on the absorption of both housing general and mona housing
Travel general allowance	▪ Primarily applies to admin/technical (MONATS) staff in grades 8, 9, 10 – nearly all in top two grades ▪ Fixed amount of \$597,048 for most recipients ▪ Non-taxable or pensionable	▪ Absorb into basic salary, subject to sustainability of additional employer pension fund contributions ▪ Grossing up would be necessary to offset additional employee tax liability
Seniority allowance and special seniority allowance	▪ Applies to admin/technical and services staff ▪ Taxable; pensionable ▪ Normally paid automatically every two years for staff who have reached the maximum of their salary scale ▪ Maximum of three increments since 2003 ▪ Staff who qualified for seniority allowance prior to 1 May 2003 entitled to receive special seniority allowances without limit	▪ Align policy with that of the core public service, which absorbed seniority allowances into higher salary scales for most staff ▪ Extent of absorption and other implementation arrangements would depend on the level of any adjustment to salary scales ▪ Discontinue seniority allowances in future, consistent with the public service policy, or consider replacing with one-off, non-consolidated payments
Long service increments	▪ Applies to admin/technical and services staff ▪ Awarded to staff with 21 years of continuous service ▪ Continues until end of service or retirement ▪ Equal to two salary increments ▪ Taxable; pensionable	▪ Consider alternative mechanisms for recognising long service, such as non-consolidated (one off) payments that do not increase recurring costs
Uniform/laundry allowances	▪ Uniform and laundry allowances paid to admin/technical staff ▪ All categories, e.g., nurses, chief attendants, workshop technicians, head porters etc., in the Bargaining Unit who were entitled to uniform before 1 April 1985 shall be paid an allowance ▪ Lower rate laundry allowance paid to services staff ▪ Taxable; non-pensionable	▪ Absorb into basic pay for those currently receiving and discontinue payment of allowances ▪ Nurses – who are the only category of staff required to wear uniform – should be able to claim a periodic non-taxable, non-pensionable tailoring allowance for this purpose
Achievement allowance	▪ Awarded on successful completion of prescribed examinations and paid as a special allowance regardless of whether the employee is at the maximum of his or her salary scale ▪ Applies predominantly to admin/technical staff ▪ Taxable; non-pensionable	▪ Absorb into basic pay for those currently receiving and discontinue allowance ▪ Future recognition of additional qualifications should be subject to the relevance of the qualification to the position held and in the form of a non-consolidated payment (or other type of recognition), rather than a salary increment
Commutated taxi	▪ Paid to Senior & Admin Secretaries in grades 7 & 8 ▪ Non-Taxable; non-pensionable	▪ Absorb into basic salary, grossing up to offset tax liability

Allowance	Key data	Action
MONATS compensation payment	▪ Paid to MONATS staff in grades 4 – 6. Equivalent payments for UAWU staff in all grades paid with regular pay ▪ Taxable; Pensionable	▪ Absorb into basic salary
Other allowances		▪ Review and simplify

Table 18: Treatment of UWI's allowances

Salary structures

As noted in the analysis of current compensation arrangements (section 3 and report for Task 2), the structure of pay ranges differs between the ATS and ASAP groups. There are also additional salary grades linked to specific occupations within the ASAP group and separate ranges for the senior leadership group (MCM). Based on the remit of the review, more consistent salary structures have been developed with the aim of creating a pay system which is rationalised, simplified and competitive.

All of the salary structure options are based on a standardised salary spine, with 2.5% increments, which is consistent with the majority of current UWI and public service salary scales. Apart from the top grades (bands 12 and above) the scales contain 13 steps – 12 increments from minimum to maximum – resulting in a minimum to maximum spread of 34.5%. This provides both greater consistency and scope for salary progression within grade for most staff. Beyond this, the approach to the development of salary structure options differed to some extent between the ATS and ASAP groups. For each group, we summarise the key considerations below.

ATS staff groups

For the MONATS and UAWU staff groups, as discussed in our analysis of the market comparisons, current UWI average salaries are substantially below the public service salary midpoints at all levels. Since the job evaluation grade boundaries for these groups are the same as those applied in the core public service, the analysis demonstrates that UWI's salaries are below public service levels for jobs of equivalent job weight. Moreover, since UWI's ATS occupational categories often have direct comparators in the public service, in many cases UWI jobs – at least in terms of basic salaries – are currently not paid competitively in comparison to the public service. Although the prevalence of allowances mitigates the gap between UWI pay levels and the public service to some extent, it does not eliminate it entirely.

To restore competitiveness in UWI pay levels, our starting point was to benchmark the salary structure option for bands 1 to 7 (which covers nearly all positions in the ATS groups) to the public service 2024/25 salary scales. However, to anticipate the negotiated increases to public service scales likely to take effect from April 2025 and the impact of inflation² – estimated to be approximately 5% - we applied an uplift of two spine points (5.1%) to the scales as compared to the public service equivalent scales. It may be necessary to review this uplift to take account of actual adjustments to public service scales that are agreed for 2025/26.

ASAP staff groups

In contrast to the ATS group, the evidence from the market comparisons for ASAP staff does not support the need for increases in salary levels to maintain competitiveness, since:

² Inflation in Jamaica in 2024 is estimated by STATIN to be 5%.

- Comparison to equivalent public service levels showed that UWI average salaries are broadly consistent with public service scale midpoints, albeit with some variability among specific grades/categories.
- The market survey for key academic positions shows that UWI's current salaries are above local and regional levels.

In developing salary structure options for the ASAP group, we therefore had reference to both public service salary levels and existing UWI scales, including the impact of rationalising previously distinct salary grades into broader bands. The objective was to develop options that could accommodate existing scales within the new bands, avoiding significant increases relative to current scales that could not be justified on the basis of the market data, while also being aware that staff should not be significantly disadvantaged on conversion to the new structure – for example, as a result of having a much lower salary midpoint or maximum³.

As noted above, for most scales in the proposed new structure a standardised design based on 12 increments has been applied. However, for senior ASAP and senior management roles in grades 12 and above, the scales include 14 increments, giving a minimum to maximum spread of 41%. This provides scope for greater pay progression within the scale and reflects the longer scales that are currently in place for certain senior staff categories, such as Professors.

Impact of housing allowance absorption

For ASAP staff two parallel salary structure options have been developed – one which assumes that housing allowance would continue to be paid separately and the second which assumes full absorption of 40% housing allowances into basic salaries. This would require an uplift to the salary scales used for staff entitled to housing allowances – currently some, but not all, WIGUT salary grades assigned to grade 6 and above.

In the salary structure adjusted to accommodate full housing absorption the scales have been increased by 13 spine points in grades 6 and above. This is equivalent to a 38% uplift. *It should be noted that staff not currently entitled to full housing allowance – such as WIGUT staff only entitled to 10% Mona housing, and MONATS staff converting to Bands 6 and higher should not be assigned to the housing adjusted salary scales. Separate arrangements should also be put in place for staff currently allocated University housing.*

Salary uplift to apply to medical academic positions

As noted previously, medical positions have not been separately evaluated, and we recommend that the current practice of applying a salary uplift compared to non-medical equivalent levels should be maintained. The uplifts incorporated in the parallel medical salary scales vary between levels, in line with the current position. The specific uplifts are shown in the table below.

Grade	Position	Spine Point Uplift	Percentage Uplift
7M	Assistant Lecturer - Medical	7	19%
8M	Lecturer Medical - To Bar	6	16%
9M	Lecturer Medical - Above Bar	5	13%
10M	Senior Lecturer - Medical	9	25%

³ For some staff the options proposed would involve a small reduction in their salary scale midpoint or maximum, as compared to their current scale. However, the process of converting current pay to the new scales would mean that there would be no loss of actual pay.

Grade	Position	Spine Point Uplift	Percentage Uplift
12M	Professor - Medical	6	16%

Table 19: Salary uplifts applied to medical academic salary scales

Proposed salary structure options

Taking account of the range of considerations set out above, we propose the following salary structure options for consideration. The cost impact of these options has been estimated, and the results of this analysis are set out in the following section of the report

Option 1 – Simplified ATS structure

The simplified ATS structure incorporates seven bands aligned with the grading structure proposed. The table below compares existing salary structures to the option proposed. Key points to note include the following:

- The structure incorporates significant increases to current salary scales at all levels. The extent of these increases is shown in the final column, which compares the current salary midpoint to the proposed midpoint.
- All scales incorporate 13 steps, with a minimum to maximum spread of 34%, providing greater scope for pay progression within grade and headroom to accommodate allowance absorption.
- Although the differentials – the increase from one grade to the next – are not shown directly in the table, they average approximately 24%. Combined with the 34% spread, this means that there is some overlap between adjacent scales, which is consistent with the current structure.

Salary Grade Description	Current Grade	Current Minimum	Current Midpoint	Current Maximum	Steps	Spread	New Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Steps	Spread	Change at Midpoint
UAWU Grade 1	01	638,781	705,328	771,875	10	21%	1	1,018,742	1,181,428	1,370,094	13	34%	68%
UAWU Grade 2	02	693,966	770,543	847,119	10	22%		1,018,742	1,181,428	1,370,094	13	34%	53%
UAWU Grade 3	03	758,446	849,102	939,757	10	24%	2	1,241,238	1,439,455	1,669,327	13	34%	70%
UAWU Grade 4	04	842,426	947,245	1,052,064	10	25%		1,241,238	1,439,455	1,669,327	13	34%	52%
Monasa Grade 4		842,376	947,556	1,052,736	10	25%		1,241,238	1,439,455	1,669,327	13	34%	52%
UAWU Grade 5	05	962,962	1,082,783	1,202,604	10	25%	3	1,512,328	1,753,837	2,033,913	13	34%	62%
Monasa Grade 5		962,934	1,084,043	1,205,151	10	25%		1,512,328	1,753,837	2,033,913	13	34%	62%
UAWU Grade 6	06	1,110,265	1,248,403	1,386,541	10	25%	4	1,797,683	2,084,761	2,417,683	13	34%	67%
Monasa Grade 6		1,110,201	1,255,808	1,401,414	10	26%		1,797,683	2,084,761	2,417,683	13	34%	66%
Monasa Grade 7	07	1,288,956	1,459,467	1,629,978	10	26%	5	2,301,186	2,668,670	3,094,839	13	34%	83%
Monasa Grade 8	08	1,530,987	1,736,501	1,942,014	10	27%		2,301,186	2,668,670	3,094,839	13	34%	54%

Salary Grade Description	Current Grade	Current Minimum	Current Midpoint	Current Maximum	Steps	Spread	New Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Steps	Spread	Change at Midpoint
Monasa Grade 9	09	1,806,906	2,055,492	2,304,078	10	28%	6	2,945,712	3,416,123	3,961,655	13	34%	66%
Monasa Grade 10	10	2,146,959	2,451,483	2,756,007	10	28%		2,945,712	3,416,123	3,961,655	13	34%	39%
Monasa Grade 10 - some roles		2,146,959	2,451,483	2,756,007	10	28%	7	3,678,791	4,266,270	4,947,565	13	34%	74%

Table 20: Option 1 – Simplified ATS structure

Option 2: Simplified ATS and ASAP structures

Option 2 retains a separation between the ATS and ASAP structures, with the ATS structure being the same as in option 1. For the ASAP groups, the existing salary grades are merged into seven scales, each with 13 steps, apart from band 12 which has 15 steps. In contrast to the ATS structure, the salary scales do not incorporate significant increases compared to the current scales; they are intended to substantially overlap current salary scales and be cost-neutral as far as possible.

The first version of the option 2 structure assumes that housing allowance would continue to be paid separately to basic pay. The second version, set out in the subsequent table, assumes that 40% housing would be absorbed into basic salaries and the scales have been uplifted, as discussed previously, to accommodate this.

Salary Grade Description	Current Grade	Current Minimum	Current Midpoint	Current Maximum	Steps	Spread	New ASAP Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Steps	Spread	Change at Midpoint
Teaching/Research/Foreign Asst	01	2,382,693	3,094,731	3,806,770	14	60%	6	2,945,712	3,416,123	3,961,655	13	34%	10%
Instructor	34	2,761,509	3,380,500	3,999,491	12	45%		2,945,712	3,416,123	3,961,655	13	34%	1%
Senior Library Assistant	02	3,202,507	3,600,999	3,999,491	8	25%		2,945,712	3,416,123	3,961,655	13	34%	-5%
Accounting Assistant	20	3,048,191	3,677,599	4,307,006	15	41%		2,945,712	3,416,123	3,961,655	13	34%	-7%
Foreign Language Instructor	03	3,364,629	3,682,060	3,999,491	6	19%		2,945,712	3,416,123	3,961,655	13	34%	-7%
Asst. Lecturer - Non Medical	04	3,901,943	4,051,951	4,201,959	4	8%	7	3,678,791	4,266,270	4,947,565	13	34%	5%
Assistant Accountant	21	4,525,052	4,886,360	5,247,669	7	16%		4,372,926	5,071,254	5,881,100	13	34%	4%
Lecturer Non-Medical To Bar	08	4,525,052	4,886,360	5,247,669	7	16%		4,372,926	5,071,254	5,881,100	13	34%	4%
Superintendent of Works	05	4,099,473	5,092,580	6,085,686	17	48%		4,372,926	5,071,254	5,881,100	13	34%	0%
Engineer	07	4,414,682	5,250,184	6,085,686	14	38%		4,372,926	5,071,254	5,881,100	13	34%	-3%
Accountant	11	5,513,331	5,953,553	6,393,776	7	16%	9	5,327,986	6,178,830	7,165,549	13	34%	4%
Lecturer Non-Medical Above Bar	29	5,651,166	6,022,471	6,393,776	13	13%		5,327,986	6,178,830	7,165,549	13	34%	3%
Deputy Estate Manager	12	5,651,166	6,625,678	7,600,189	13	34%		5,327,986	6,178,830	7,165,549	13	34%	-7%
Senior Engineer	13	6,553,615	7,076,902	7,600,189	7	16%		6,491,634	7,528,305	8,730,526	13	34%	6%
Senior Accountant To Bar	22	6,717,461	7,158,825	7,600,189	6	13%		6,491,634	7,528,305	8,730,526	13	34%	5%
Snr Lecturer Non-Med To Bar	14	6,717,461	7,158,825	7,600,189	6	13%	10	6,491,634	7,528,305	8,730,526	13	34%	5%
Deputy Librarian	15	7,057,530	8,274,562	9,491,594	13	34%		7,909,425	9,172,508	10,637,298	13	34%	11%
Estate Manager	17	7,600,189	8,545,892	9,491,594	10	25%		7,909,425	9,172,508	10,637,298	13	34%	7%
Senior Accountant Above Bar	32	8,184,571	8,609,402	9,034,233	11	10%		7,909,425	9,172,508	10,637,298	13	34%	7%
Snr Lecturer Non-Med Above Bar	31	8,184,571	8,609,402	9,034,233	11	10%		7,909,425	9,172,508	10,637,298	13	34%	7%
Professor - Non Medical	01	9,491,594	12,147,616	14,803,639	19	56%	12	9,636,867	11,455,206	13,616,640	15	41%	-6%

Table 21: Option 2 – Simplified ATS and ASAP structures, no housing allowance absorption

Salary Grade Description	Current Grade	Current Minimum	Current Midpoint	Current Maximum	Steps	Spread	New ASAP Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Steps	Spread	Change at Midpoint
Teaching/Research/Foreign Asst*	01	2,382,693	3,094,731	3,806,770	14	60%	6	4,060,697	4,709,163	5,461,186	13	34%	52%
Instructor	34	2,761,509	3,380,500	3,999,491	12	45%		4,060,697	4,709,163	5,461,186	13	34%	39%
Senior Library Assistant	02	3,202,507	3,600,999	3,999,491	8	25%		4,060,697	4,709,163	5,461,186	13	34%	31%
Accounting Assistant	20	3,048,191	3,677,599	4,307,006	15	41%		4,060,697	4,709,163	5,461,186	13	34%	28%
Foreign Language Instructor*	03	3,364,629	3,682,060	3,999,491	6	19%		4,060,697	4,709,163	5,461,186	13	34%	28%
Asst. Lecturer - Non Medical	04	3,901,943	4,051,951	4,201,959	4	8%	7	5,071,254	5,881,100	6,820,273	13	34%	45%
Assistant Accountant	21	4,525,052	4,886,360	5,247,669	7	16%	8	6,028,127	6,990,779	8,107,161	13	34%	43%
Lecturer Non-Medical To Bar	08	4,525,052	4,886,360	5,247,669	7	16%		6,028,127	6,990,779	8,107,161	13	34%	43%
Superintendent of Works	05	4,099,473	5,092,580	6,085,686	17	48%		6,028,127	6,990,779	8,107,161	13	34%	37%
Engineer	07	4,414,682	5,250,184	6,085,686	14	38%		6,028,127	6,990,779	8,107,161	13	34%	33%
Accountant	11	5,513,331	5,953,553	6,393,776	7	16%	9	7,344,688	8,517,586	9,877,788	13	34%	43%
Lecturer Non-Medical Above Bar	29	5,651,166	6,022,471	6,393,776	13	13%		7,344,688	8,517,586	9,877,788	13	34%	41%
Deputy Estate Manager	12	5,651,166	6,625,678	7,600,189	13	34%		7,344,688	8,517,586	9,877,788	13	34%	29%
Senior Engineer	13	6,553,615	7,076,902	7,600,189	7	16%	10	8,948,789	10,377,851	12,035,126	13	34%	47%
Senior Accountant To Bar	22	6,717,461	7,158,825	7,600,189	6	13%		8,948,789	10,377,851	12,035,126	13	34%	45%
Snr Lecturer Non-Med To Bar	14	6,717,461	7,158,825	7,600,189	6	13%		8,948,789	10,377,851	12,035,126	13	34%	45%
Deputy Librarian	15	7,057,530	8,274,562	9,491,594	13	34%	11	10,903,230	12,644,404	14,663,632	13	34%	53%
Estate Manager	17	7,600,189	8,545,892	9,491,594	10	25%		10,903,230	12,644,404	14,663,632	13	34%	48%
Senior Accountant Above Bar	32	8,184,571	8,609,402	9,034,233	11	10%		10,903,230	12,644,404	14,663,632	13	34%	47%
Snr Lecturer Non-Med Above Bar	31	8,184,571	8,609,402	9,034,233	11	10%		10,903,230	12,644,404	14,663,632	13	34%	47%
Professor - Non Medical	01	9,491,594	12,147,616	14,803,639	19	56%	12	13,284,527	15,791,128	18,770,689	15	41%	30%

Table 22: Option 2 – adjusted to accommodate 40% housing allowance absorption

Option 3: Integrated salary structure

Option 3 is based on a single integrated salary structure covering all staff groups, with a parallel set of salary scales for medical academic roles. As for option 2, there are two versions of the salary structures, one which assumes that housing would continue to be paid separately, and the second which has been uplifted from bands 6 and above to accommodate housing absorption. Full details of the integrated salary structure proposals are set out in Appendix 15.

The medical scales incorporate increases compared to the equivalent non-medical levels as set out in Table 19.

Band	Minimum	Midpoint	Maximum	Spread	Differential
1	1,018,742	1,181,428	1,370,094	34.5%	-
2	1,241,238	1,439,455	1,669,327	34.5%	21.8%
3	1,512,328	1,753,837	2,033,913	34.5%	21.8%
4	1,797,683	2,084,761	2,417,683	34.5%	18.9%
5	2,301,186	2,668,670	3,094,839	34.5%	28.0%
6	2,945,712	3,416,123	3,961,655	34.5%	28.0%
7	3,678,791	4,266,270	4,947,565	34.5%	24.9%
8	4,372,926	5,071,254	5,881,100	34.5%	18.9%
9	5,327,986	6,178,830	7,165,549	34.5%	21.8%
10	6,491,634	7,528,305	8,730,526	34.5%	21.8%
11	7,909,425	9,172,508	10,637,298	34.5%	21.8%
12	9,636,867	11,455,206	13,616,640	41.3%	24.9%

Table 23: Option 3 – Single 12 band structure, no housing allowance absorption

Band	Minimum	Midpoint	Maximum	Spread	Differential
1	1,018,742	1,181,428	1,370,094	34.5%	
2	1,241,238	1,439,455	1,669,327	34.5%	21.8%
3	1,512,328	1,753,837	2,033,913	34.5%	21.8%
4	1,797,683	2,084,761	2,417,683	34.5%	18.9%
5	2,301,186	2,668,670	3,094,839	34.5%	28.0%
6	4,060,697	4,709,163	5,461,186	34.5%	76.5%
7	5,071,254	5,881,100	6,820,273	34.5%	24.9%
8	6,028,127	6,990,779	8,107,161	34.5%	18.9%
9	7,344,688	8,517,586	9,877,788	34.5%	21.8%
10	8,948,789	10,377,851	12,035,126	34.5%	21.8%
11	10,903,230	12,644,404	14,663,632	34.5%	21.8%
12	13,284,527	15,791,128	18,770,689	41.3%	24.9%

Table 24: Option 3 – adjusted to accommodate 40% housing allowance absorption

Salary Grade Description	Grade	Current Minimum	Current Midpoint	Current Maximum	Steps	New grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Steps	Spread	Change at midpoint
Asst. Lecturer - Medical	09	4,414,682	4,584,408	4,754,134	4	7M	4,162,214	4,826,892	5,597,715	13	34%	5%
Lecturer - Medical To Bar	10	5,119,683	5,456,065	5,792,447	6	8M	4,947,565	5,737,658	6,653,925	13	34%	5%
Lecturer - Medical Above Bar	30	6,237,828	6,647,679	7,057,530	12	9M	5,881,100	6,820,273	7,909,425	13	34%	3%
Senior Lecturer - Medical	16	7,600,189	8,786,147	9,972,104	12	10M	7,909,425	9,172,508	10,637,298	13	34%	4%
Professor - Medical	02	10,476,943	13,209,412	15,941,882	18	12M	10,637,298	12,644,404	15,030,223	15	41%	-4%

Table 25: Option 3 – proposed salary structure for medical academic roles – no housing allowance absorption

Salary Grade Description	Grade	Current Minimum	Current Midpoint	Current Maximum	Steps	New grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Steps	Spread	Change at midpoint
Asst. Lecturer - Medical	09	4,414,682	4,584,408	4,754,134	4	7M	5,737,658	6,653,925	7,716,512	13	34%	45%
Lecturer - Medical To Bar	10	5,119,683	5,456,065	5,792,447	6	8M	6,820,273	7,909,425	9,172,508	13	34%	45%
Lecturer - Medical Above Bar	30	6,237,828	6,647,679	7,057,530	12	9M	8,107,161	9,401,821	10,903,230	13	34%	41%
Senior Lecturer - Medical	16	7,600,189	8,786,147	9,972,104	12	10M	10,903,230	12,644,404	14,663,632	13	34%	44%
Professor - Medical	02	10,476,943	13,209,412	15,941,882	18	12M	14,663,632	17,430,451	20,719,329	15	41%	32%

Table 26: Option 3 – proposed salary structure for medical academic roles – adjusted to accommodate 40% housing allowance absorption

A complete set of salary ranges are provided in Appendix VII.

8. Cost modelling

Introduction

This section sets out the projected costs for the salary structures set out in section 7 above. Cost estimates are based on September 2024 payroll data provided by UWI, excluding fixed term contract positions, senior positions aligned to band 13 and above and any other staff who could not be matched to a current salary scale.

The cost modelling process involved several steps, as follows:

- Payroll data for all members of staff was matched to UWI's current salary scales to confirm the current salary grade. This step was essential to determine the correct assignment of staff to the proposed new salary scales. For most ATS and ASAP staff paid on the standard salary scales this step was straightforward. However, for fixed term contract positions and some other staff it was not possible to match current salaries to scales, hence their exclusion from the analysis.
- For all staff, total pay and current net pay were calculated, after deductions of NIS, Income Tax, Education Tax, NHT and employee pension contributions. Estimates of deductions were based on the assumptions set out in Table 29.
- Allowances considered for absorption were pulled out of the overall dataset – for example, all seniority allowances were added together for staff members receiving them. For non-taxable allowances considered for absorption – specifically travel allowance – an uplift was applied to offset the tax that would become liable once the allowance is absorbed into salary.
- Each grade-matched position was assigned to the new salary band (either with or without housing absorption adjustment) based on their current salary scale. Positions were then cross-checked against a list of positions that were to be upgraded based on the results of job evaluation, and the grade assigned was adjusted accordingly.
- An initial salary conversion point was determined, based on the current salary plus allowances for absorption, inclusive of grossing up for travel allowance and commuted taxi. This conversion point is the lowest point on the new scale that would mean that total pay after allowance absorption is not less than current total pay. If this point was below the minimum of the new salary scale, initial conversion was set at the scale minimum – no-one would convert below their new salary scale minimum.
- The seniority adjusted conversion point was determined based on the position's current salary step. The seniority rule applied is set out in Table 30. If the initial conversion point was below the minimum conversion point based on seniority, the salary was uplifted in accordance with the rule.
- New total pay was calculated (the seniority adjusted salary plus retained allowances), together with the total pay increase and the increased employer pension contributions.
- New net pay was calculated by applying the same set of assumptions set out in Table 29.
- Finally, a further set of calculations were done to determine any change to the converted salary that would be required to ensure a minimum net pay increase of 2.5%.

Deduction	Basis of calculation
NIS	3% of gross pay (excluding travel) up to a maximum of \$150,000
Income Tax	25% of taxable pay (gross pay excluding travel, NIS and employee pension contributions) above a threshold of \$1,700,088. 30% rate applied to taxable pay above \$6,000,000
NHT	2% of gross pay excluding travel
Education Tax	2.25% of taxable of pay
Employee Pension Contributions	5% - Note that pension contributions were calculated as this affects taxable pay. However, these contributions were not deducted for the purpose of net pay calculations.

Table 27: Deductions applied to estimate net pay

Current pay step	Minimum new step – Admin and Technical, Services	Minimum new step – Academic, Senior Admin, Professional
1	1	1
2	1	1
3	1	1
4	2	2
5	2	2
6	2	2
7	2	2
8	3	3
9	3	3
10	3	3
11	-	4
12	-	4
13	-	4
14	-	5
15	-	5
16	-	5
17	-	6
18	-	6
19	-	6

Table 28: Proposed seniority rule

Cost estimates - detailed

Costs were estimated on two bases:

- **Base case:** no guaranteed minimum salary increases. No member of staff would have their total pay reduced on conversion on a gross pay basis. However, increased employee pension contributions could mean that take home pay would reduce for some staff receiving small increases.
- **Guaranteed increase:** minimum net pay increase of 2.5% applied. Conversion is at the lowest spine point that would achieve the guaranteed increase threshold. This would mean that no staff would experience any loss of take-home pay, after factoring higher employee pension contributions.

In both the base case and guaranteed increase scenarios the total increase in costs was estimated, taking account of the gross pay increase for each member staff, the increase in employer NHT payments and any increase in employer NIS contributions.

The specific conversion rules applied for each employee are summarised in the table below. Illustrations of how individuals would convert to the new ranges based on these conversion rules are provided in Appendix VIII.

Consideration	Conversion rule
Treatment of allowances	▪ Seniority and long service increments – absorbed into basic pay ▪ Academic achievement allowance – absorbed into basic pay ▪ Travel and commuted taxi – absorbed into basic pay on a grossed-up basis (increased by 47.6%) ▪ Uniform/laundry – absorbed into basic pay
Housing allowance absorption scenarios	▪ No absorption – based on unadjusted salary ranges ▪ Complete absorption – General and Mona – based on adjusted salary ranges
Basis of conversion of individuals	▪ Individuals convert to the new salary ranges based on the evaluated band for the job ▪ Individuals convert based on their current salary plus absorbed allowances (grossed up for tax where appropriate) ▪ Individuals convert to the point on the new range which is equivalent to their current salary, or the next point above their current salary if there is no matching point. ▪ Where the current salary plus allowances to be absorbed is below the minimum of the range, individuals convert at the range minimum
Guaranteed increase	▪ Where a guaranteed increase is applied, conversion is at the lowest point that would achieve the guaranteed net pay increase, if this is higher than the seniority adjusted conversion point.
Seniority rule	▪ The current step on the salary scale determines minimum step on new scale. Where initial conversion is at a lower step, the converted salary is adjusted to the minimum step, as specified in the table below.
Conversion above the maximum of the range	▪ Where the current salary plus absorbed allowances is above the maximum of the new salary range, individuals convert at the next higher spine point

Consideration	Conversion rule
	and would continue to be paid the corresponding salary. However, we recommend that such individuals should be 'red circled' and not be entitled to receive any further increments until subsequent increases to the salary range mean that they are no longer paid above the maximum for their band.

Table 29: Proposed salary conversion rules

Separate estimates are set out in the tables below as follows:

- Table 30: Cost estimates - Option 1 - simplified ATS structure only, with no change to ASAP salary scales – **no guaranteed increase**
- Table 31: Cost estimates – Option 1 – simplified ATS structure only, with no change to ASAP salary scales – **2.5% guaranteed net pay increase**
- Table 32: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, **no housing absorption, no guaranteed increase**
- Table 33: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, **no housing absorption, 2.5% guaranteed net pay increase**
- Table 34 Cost estimates - Option 2/3 – simplified ATS and ASAP structures, **with housing absorption, no guaranteed increase**
- Table 35 Cost estimates - Option 2/3 – simplified ATS and ASAP structures, **with housing absorption, 2.5% guaranteed net pay increase**

Key points to note about the cost estimates include the following:

- Across all scenarios the Admin and Technical followed by the Services staff groups would be projected to receive the largest increases. This is a consequence of the significant uplifts in salary scales relative to the current UWI salary scales for MONATS and UAWU staff.
- The pay increases that would be received by ASAP staff would be smaller – as shown in Table 32 which is based on rationalised ATS and ASAP grading and salary structures, with no housing absorption and no guaranteed increase. This is a result of the salary range design for ASAP which was designed to be cost-neutral. In this scenario, a large proportion of ASAP staff would only receive small adjustments needed to convert the current salary plus any allowances for absorption, onto the next higher point on the pay spine.
- The scenarios based on absorption of housing allowance would result in increased costs for the ASAP groups. Factors contributing to this include the increase in employer pension contributions and higher frictional costs of converting pay onto the pay spine, since with housing absorbed, conversion would be at a higher point on the spine, and the nominal value of increments – and hence costs resulting from moving to the next higher spine point - would be greater than they would have been without absorption.
- A guaranteed minimum net pay increase of 2.5% would result in increased costs across all scenarios, with some variation between staff groups and depending on whether housing is to be absorbed or not. Comparison between parallel scenarios such as Table 32: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, no housing absorption, no guaranteed increase and Table 33: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, no housing

absorption, 2.5% guaranteed net pay increase – shows that the guaranteed increase would tend to benefit ASAP staff more than ATS. This is because a higher proportion of ATS staff would receive at least a minimum 2.5% net increase (or an amount close to this) based on the conversion rules, without the benefit of a guarantee. In contrast, because of the cost-neutral salary structure design for ASAP, a higher proportion would only receive small increases without the benefit of the guarantee.

Group	Number of Staff	Current Total Pay	Estimated New Total Pay	Additional Employer NIS, NHT, Pension Contributions	Cost Increase	Share of Total Cost Increase %	Total Cost Increase %
Admin & Technical	865	2,160,826,384	2,473,904,707	92,270,106	405,348,429	91.3%	18.8%
Services	357	408,105,663	440,872,259	6,076,968	38,843,564	8.7%	9.5%
Grand Total	1,222	2,568,932,047	2,914,776,965	98,347,074	444,191,993	100.0%	17.3%

Table 30: Cost estimates - Option 1 - simplified ATS structure only, with no change to ASAP salary scales – **no guaranteed increase**

Group	Number of Staff	Current Total Pay	Estimated New Total Pay	Additional Employer NIS, NHT, Pension Contributions	Cost Increase	Share of Total Cost Increase %	Total Cost Increase %
Admin & Technical	865	2,160,826,384	2,505,135,683	97,178,669	441,487,968	90.9%	20.4%
Services	357	408,105,663	445,323,407	6,789,152	44,006,896	9.1%	10.8%
Grand Total	1,222	2,568,932,047	2,950,459,090	103,967,820	485,494,864	100.0%	18.9%

Table 31: Cost estimates – Option 1 – simplified ATS structure only, with no change to ASAP salary scales – 2.5% guaranteed net pay increase

Group	Number of Staff	Current Total Pay	Estimated New Total Pay	Additional Employer NIS, NHT, Pension Contributions	Cost Increase	Share of Total Cost Increase %	Total Cost Increase %
Academic	599	5,199,822,169	5,272,762,630	11,028,919	83,969,380	14.2%	1.6%
Senior Admin	229	2,033,738,746	2,065,309,583	5,944,478	37,515,315	6.4%	1.8%
Professional	120	1,095,194,870	1,115,357,211	3,797,570	23,959,911	4.1%	2.2%
Admin & Technical	865	2,160,826,384	2,473,904,707	92,270,106	405,348,429	68.7%	18.8%
Services	357	408,105,663	440,872,259	6,076,968	38,843,564	6.6%	9.5%
Grand Total	2,170	10,897,687,832	11,368,206,389	119,118,041	589,636,599	100.0%	5.4%

Table 32: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, no housing absorption, no guaranteed increase

Group	Number of Staff	Current Total Pay	Estimated New Total Pay	Additional Employer NIS, NHT, Pension Contributions	Cost Increase	Share of Total Cost Increase %	Total Cost Increase %
Academic	599	5,199,822,169	5,371,773,003	23,966,578	195,917,412	24.1%	3.8%
Senior Admin	229	2,033,738,746	2,106,389,404	11,292,982	83,943,640	10.3%	4.1%
Professional	120	1,095,194,870	1,136,695,305	6,571,522	48,071,957	5.9%	4.4%
Admin & Technical	865	2,160,826,384	2,505,135,683	97,178,669	441,487,968	54.3%	20.4%
Services	357	408,105,663	445,323,407	6,789,152	44,006,896	5.4%	10.8%
Grand Total	2,170	10,897,687,832	11,565,316,802	145,798,902	813,427,873	100.0%	7.5%

Table 33: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, no housing absorption, 2.5% guaranteed net pay increase

Group	Number of Staff	Current Total Pay	Estimated New Total Pay	Additional Employer NIS, NHT, Pension Contributions	Cost Increase	Share of Total Cost Increase %	Total Cost Increase %
Academic	599	5,199,822,169	5,374,015,471	162,431,096	336,624,398	34.2%	6.5%
Senior Admin	229	2,033,738,746	2,098,706,635	64,957,660	129,925,549	13.2%	6.4%
Professional	120	1,095,194,870	1,130,539,871	35,706,355	71,051,356	7.2%	6.5%
Admin & Technical	865	2,160,826,384	2,476,085,594	94,002,487	409,261,698	41.5%	18.9%
Services	357	408,105,663	440,872,259	6,076,968	38,843,564	3.9%	9.5%
Grand Total	2,170	10,897,687,832	11,520,219,829	363,174,567	985,706,565	100.0%	9.0%

Table 34: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, with housing absorption, no guaranteed increase

Group	Number of Staff	Current Total Pay	Estimated New Total Pay	Additional Employer NIS, NHT, Pension Contributions	Cost Increase	Share of Total Cost Increase %	Total Cost Increase %
Academic	599	5,199,822,169	5,388,362,798	164,346,101	352,886,729	33.5%	6.8%
Senior Admin	229	2,033,738,746	2,105,715,843	65,875,202	137,852,299	13.1%	6.8%
Professional	120	1,095,194,870	1,134,573,084	36,230,673	75,608,887	7.2%	6.9%
Admin & Technical	865	2,160,826,384	2,506,389,784	98,788,189	444,351,589	42.1%	20.6%
Services	357	408,105,663	445,323,407	6,789,152	44,006,896	4.2%	10.8%
Grand Total	2,170	10,897,687,832	11,580,364,916	372,029,316	1,054,706,400	100.0%	9.7%

Table 35: Cost estimates - Option 2/3 – simplified ATS and ASAP structures, with housing absorption, 2.5% guaranteed net pay increase

Distribution of salaries in salary scales following conversion

We have undertaken a further analysis to look at the distribution of salaries across salary scales following conversion. The results are set out in Table 36 and Table 37. Both tables assume housing absorption⁴ and the second table shows the impact of applying the guaranteed increase. As expected, the guaranteed increase pushes a larger number of staff towards the top or above the maximum of their salary scale. However, in both scenarios a large proportion (typically around 90% or higher) of staff would convert within the new salary scales, with only a relatively small proportion converting above the scale maximum. It should be noted that the Admin and Technical group would have the highest proportion of staff converting above their scale maximums – 119 staff or 14% of the total – when the guaranteed increase is applied. This is because even with the significant increases in the salary scales, absorption of multiple seniority and other allowances into basic pay would require conversion at a point above the scale maximum. The University may wish to consider policy options for addressing this issue.

Staff Group	Number of Staff	Percentage
Academic	599	27.6%
Above max	21	3.5%
At max	6	1.0%
At min	18	3.0%
In range	554	92.5%
Senior Admin	229	10.6%
Above max	13	5.7%
At max	7	3.1%
At min	3	1.3%
In range	206	90.0%
Professional	120	5.5%
Above max	6	5.0%
At max	3	2.5%
At min	3	2.5%
In range	108	90.0%
Admin & Tech	865	39.9%
Above max	104	12.0%
At max	16	1.8%
At min	98	11.3%
In range	647	74.8%
Services	357	16.5%
Above max	13	3.6%
At max	4	1.1%
At min	8	2.2%

⁴ For brevity we have not included separate tables showing the distributions when housing is not absorbed, since this analysis shows only limited sensitivity to variation in that assumption.

Staff Group	Number of Staff	Percentage
In range	332	93.0%
Grand Total	2,170	100.0%

Table 36: Distribution of salaries in scales – with housing absorption – no guaranteed increase

Staff Group	Number of Staff	Percentage
Academic	599	27.6%
Above max	26	4.3%
At max	21	3.5%
At min	18	3.0%
In range	534	89.1%
Senior Admin	229	10.6%
Above max	19	8.3%
At max	4	1.7%
At min	3	1.3%
In range	203	88.6%
Professional	120	5.5%
Above max	7	5.8%
At max	7	5.8%
At min	3	2.5%
In range	103	85.8%
Admin & Tech	865	39.9%
Above max	119	13.8%
At max	20	2.3%
At min	98	11.3%
In range	628	72.6%
Services	357	16.5%
Above max	17	4.8%
At max	4	1.1%
At min	8	2.2%
In range	328	91.9%
Grand Total	2,170	100.0%

Table 37: Distribution of salaries in scales – with housing absorption – 2.5% guaranteed net pay increase

Cost estimates - summary

The table below summarises the estimated overall cost impact of the scenarios presented in this section of the report. It should be noted that the option 1 scenario only includes pay for ATS staff, since it is assumed, no changes would be made to ASAP pay. In general, the cost impact estimates are sensitive to varying assumptions, including the salary scales to be applied, the conversion and seniority rules, the allowances to be absorbed and the size of any guaranteed pay increase.

Option	Number of staff included	Increased cost - No guaranteed pay increase	Increased cost - 2.5% guaranteed net pay increase
Option 1 – simplified ATS structure only	1,222	17.3%	18.9%
Option 2/3 – simplified ATS and ASAP structures – no housing absorption	2,170	5.4%	7.5%
Option 2/3 – simplified ATS and ASAP structures with housing absorption	2,170	9.0%	9.7%

Table 38: Estimated overall cost impact of the scenarios

9. Summary and outline of the steps required for implementation

EY were commissioned to carry out a review of compensation for academic, professional, administrative, technical and services staff employed by the UWI Jamaica (UWI Mona Campus, Regional Headquarters and the UWI Global Campus (formerly Open Campus)).

The review took place over a nine-month period from 13 September 2024 to 8 May 2025 and was undertaken in partnership with the UWI project team and Steering Committee, including UAWU, MONATS and WIGUT representatives.

The following are recommended:

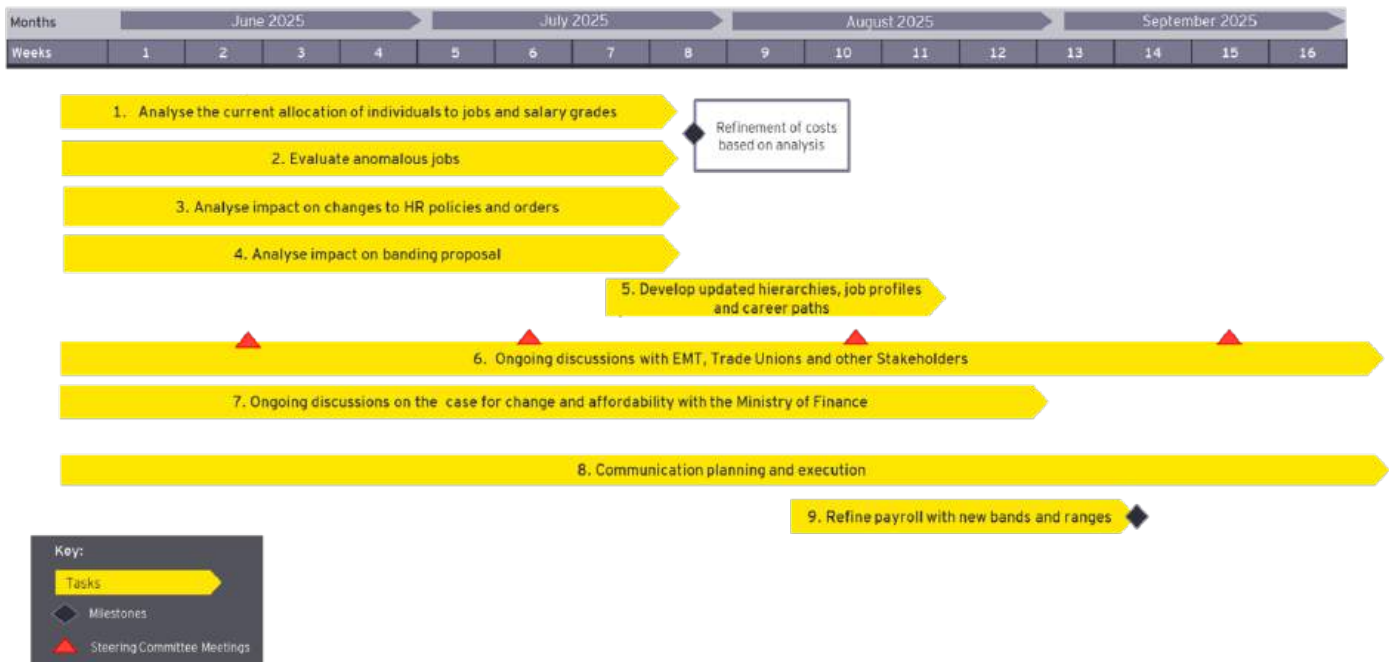
- Adoption of The UWI Factor Plan as the single job evaluation tool for jobs across The UWI (Mona).
- Adoption of a simplified, single, integrated grading structure based on 12 bands up to executive leadership.
- Absorption of key allowances (other than housing) into basic salary ranges and withdrawal of these allowances moving forward.
- Consideration of absorption of housing general and Mona housing into ranges from Band 6 and above. This is subject to affordability of increased pension and other costs and the development of HR policy for roles 1) within Bands 6 and 7 with regard to housing, and 2) all those currently in receipt of accommodation instead of the housing allowance.
- Consideration of the adoption of revised UWI salary ranges based on an alignment to Government of Jamaica ranges or, UWI specific ranges should housing be absorbed.
- Consideration of the adoption of conversion rules (including recognition of current seniority) which determine the position at which individuals convert to the new ranges.

In order to progress to this position, the following actions are required:

- Deeper analysis of the current allocation of individuals to jobs and salary grades to make sure that all current employees are accurately aligned to bands
- Evaluation of any jobs that appear anomalous and/or additional benchmarks
- Further refinement of costs based on the above analysis and to take into account current headcount, agreed establishment and full employment costs including pension costs
- Analysis of the impact of proposals on HR policies and orders and development of updated policies as appropriate
- Analysis of the impact of the banding proposals on existing hierarchies and development of updated occupational hierarchies, role profiles and career paths as required
- Further discussions with the Leadership team, Trade Unions and other stakeholders to confirm the preferred approach
- Discussions with the Ministry of Finance about the case for change and affordability
- Communications planning and execution
- Refinement of payroll to align with the new bands and ranges, with full testing prior to implementation.

The timeline below assumes preparation for implementation on 1 October 2025 and would be revised

based on agreed implementation dates.



10. Queries raised during stakeholder discussions

Further to the presentation of the final report to stakeholders in May and June, questions have been raised by MONATS and WIGUT.

- MONATS provided further insight into the role and reporting structure for Chief Medical Technologist and Admin Medical Technologist. These roles were reviewed, and the final evaluation findings are incorporated in this report (Section 4: Benchmark job evaluation)
- WIGUT raised queries regarding the methodology for the market survey. WIGUT queries and the EY responses are attached in **Appendix IX**.
- Discussion was held with Steering Group members on 22 September 2025 about the use of the market survey data to agree a final salary position. As noted in our response to WIGUT, EY has confidence in the findings of the survey. The methodology used in this review — including our approach to data collection, market comparison, cost-of-living adjustment and data confidentiality — follows international best practices and is consistent with approaches used in previous EY-led reviews for both public and private sector organisations in the region. Our analysis was carried out impartially, applying established methodologies and professional judgement to reach evidence-based conclusions. The data reflects the position at the time of the survey.
- The market survey is just one source of data which supports the development and agreement of revised compensation arrangements. EY notes that the application of a different methodology and data sources may result in different outcomes. Whilst the data provides an understanding of the UWI's market position both regionally and internationally - intended to inform decisions on the desired market position for the institution - other factors should also be taken into account in the use of the data to reach a final salary position. These include funding constraints, sustainability and socio-economic factors.

11. Appendix I - Terms of Reference



UWI TOR
Compensation Review

12. Appendix II - Formal response from WIGUT



WIGUT Response to
Inception Report

13. Appendix III - Inception and Task 2 and 3 reports



D1. Inception Report



Task 2 and 3 Final
Report

14. Appendix IV - UWI Factor Plan



UWI Factor Plan

15. Appendix V - List of jobs evaluated and occupational hierarchies



Evaluated Jobs and
Occupational Hierarchy

16. Appendix VI - Market Comparison Report (Task 4)



Market Comparison
Report Task 4

17. Appendix VII - Complete salary scales



Full%20integrated%20
Salary%20scales.xlsx

18. Appendix VIII – Illustration of how individuals convert to the new ranges

Salary Conversion Scenario 1

Salary conversion scenario:	Assistant Lecturer - Non-Medical; housing absorption with housing adjusted salary scale.
------------------------------------	--

Employee information	Details	Notes
Job title	Assistant Lecturer	
Jobcode description	Asst. Lecturer - Non Medical	
Employee class	Academic	
Salary plan and grade	MS104	
Current pay step	4	
Current salary	\$4,201,959	
Current total allowances	\$1,680,784	
Current total pay	\$5,882,743	
Estimated current net pay	\$4,573,441	
Current position in salary range	AT MAX	

Pay conversion process	Details	Notes
Grade/classification for conversion	Asst. Lecturer - Non Medical	
Changed grade (if any)		
New grade	7	
New scale minimum	\$5,071,254	Salary range adjusted to reflect housing absorption.
New scale maximum	\$6,820,273	Salary range adjusted to reflect housing absorption.
Total seniority allowances to be absorbed		
Total housing allowances to be absorbed	\$1,680,784	
Housing percentage	40%	
Uniform/laundry allowances to be absorbed		
Travel/commuted taxi (inc uplift) to be absorbed		
Achievement allowance to be absorbed		
Total allowances to be absorbed	\$1,680,784	
Current salary plus allowances absorption - inc uplift	\$5,882,743	
Next spine salary	\$6,028,127	
Initial conversion point salary	\$6,028,127	

Pay conversion process	Details	Notes
Initial new step	8	
Minimum step based on seniority	2	
Seniority adjusted converted salary	\$6,028,127	No change from initial salary conversion.
Continuing allowances	\$0	
New total pay	\$6,028,127	
Gross pay increase	\$145,384	
Estimated new net pay	\$4,701,182	
Percentage net pay change	2.8%	
Position in range	IN RANGE	

Application of guaranteed net pay increase	Details	Notes
Net pay increase greater than guaranteed minimum?	YES	No further adjustment necessary.
Minimum spine salary to achieve guaranteed increase		
Estimated net pay with guaranteed minimum		
Net pay increase with minimum applied		

Salary Conversion Scenario 2

Salary conversion scenario:

MONATS - grade 9; salary uplifted to new scale minimum; grade change; seniority rule applied.

Employee information	Details	Notes
Job title	Senior Medical Technologist II	
Jobcode description	Senior Medical Technologist II	
Employee class	Admn &Tech	
Salary plan and grade	MF109	
Current pay step	10	
Current salary	\$2,304,078	
Current total allowances	\$949,442	
Current total pay	\$3,253,520	
Estimated current net pay	\$2,916,636	
Current position in salary range	AT MAX	

Pay conversion process	Details	Notes
Grade/classification for conversion	Monasa Grade 9	
Changed grade (if any)	7	Grade change resulting from job evaluation.

Pay conversion process	Details	Notes
New grade	7	Monasa Grade 9 normally converts into grade 6.
New scale minimum	\$3,678,791	
New scale maximum	\$4,947,565	
Total seniority allowances to be absorbed	\$252,831	This includes all seniority allowances, long service increment, MONATS and UAWU compensation payments.
Total housing allowances to be absorbed		
Housing percentage	0%	
Uniform/laundry allowances to be absorbed	\$99,563	This includes all uniform and laundry related allowances, except for nurses who would continue to receive a uniform/tailoring allowance.
Travel/commuted taxi (inc uplift) to be absorbed	\$881,252	Current amount uplifted by 47.6% to take account of increased tax liability following absorption.
Achievement allowance to be absorbed		
Total allowances to be absorbed	\$1,233,646	
Current salary plus allowances absorption - inc uplift	\$3,537,724	
Next spine salary	\$3,589,064	
Initial conversion point salary	\$3,678,791	Salary adjusted to new range minimum.
Initial new step	1	
Minimum step based on seniority	3	
Seniority adjusted converted salary	\$3,865,030	Salary increased in accordance with seniority rule.
Continuing allowances	\$0	
New total pay	\$3,865,030	
Gross pay increase	\$611,510	
Estimated new net pay	\$3,166,089	
Percentage net pay change	8.6%	
Position in range	IN RANGE	

Application of guaranteed net pay increase	Details	Notes
Net pay increase greater than guaranteed minimum?	YES	No further adjustment necessary.
Minimum spine salary to achieve guaranteed increase		
Estimated net pay with guaranteed minimum		
Net pay increase with minimum applied		

Salary Conversion Scenario 3

Salary conversion scenario:

UAWU - grade 3; multiple allowance absorption; guaranteed minimum takes effect.

Employee information	Details	Notes
Job title	Senior Departmental Attendant	
Jobcode description	Senior Departmental Attendant	
Employee class	Services	
Salary plan and grade	MF203	
Current pay step	10	
Current salary	\$1,069,757	
Current total allowances	\$508,494	
Current total pay	\$1,578,251	
Estimated current net pay	\$1,499,338	
Current position in salary range	AT MAX	

Pay conversion process	Details	Notes
Grade/classification for conversion	UAWU Grade 3	
Changed grade (if any)		
New grade	2	
New scale minimum	\$1,241,238	
New scale maximum	\$1,669,327	
Total seniority allowances to be absorbed	\$485,354	This includes all seniority allowances, long service increment, MONATS and UAWU compensation payments.
Total housing allowances to be absorbed		
Housing percentage	0%	
Uniform/laundry allowances to be absorbed	\$23,140	This includes all uniform and laundry related allowances, except for nurses who would continue to receive a uniform/tailoring allowance.
Travel/commuted taxi (inc uplift) to be absorbed		
Achievement allowance to be absorbed		
Total allowances to be absorbed	\$508,494	
Current salary plus allowances absorption - inc uplift	\$1,578,251	
Next spine salary	\$1,588,889	
Initial conversion point salary	\$1,588,889	
Initial new step	11	
Minimum step based on seniority	3	

Pay conversion process	Details	Notes
Seniority adjusted converted salary	\$1,588,889	No change from initial salary conversion.
Continuing allowances	\$0	
New total pay	\$1,588,889	
Gross pay increase	\$10,639	
Estimated new net pay	\$1,509,445	
Percentage net pay change	0.7%	
Position in range	IN RANGE	

Application of guaranteed net pay increase	Details	Notes
Net pay increase greater than guaranteed minimum?	NO	Salary adjustment follows to achieve guaranteed increase.
Minimum spine salary to achieve guaranteed increase	\$1,628,612	
Estimated net pay with guaranteed minimum	\$1,547,181	
Net pay increase with minimum applied	3.2%	

Salary Conversion Scenario 4

Salary conversion scenario: MONATS - grade 7; multiple allowance absorption; seniority rule applied.

Employee information	Details	Notes
Job title	Senior Secretary	
Jobcode description	Senior Secretary	
Employee class	Admn &Tech	
Salary plan and grade	MF107	
Current pay step	10	
Current salary	\$1,629,978	
Current total allowances	\$549,566	
Current total pay	\$2,179,544	
Estimated current net pay	\$2,067,962	
Current position in salary range	AT MAX	

Pay conversion process	Details	Notes
Grade/classification for conversion	Monasa Grade 7	
Changed grade (if any)		
New grade	5	
New scale minimum	\$2,301,186	

Pay conversion process	Details	Notes
New scale maximum	\$3,094,839	
Total seniority allowances to be absorbed	\$177,675	This includes all seniority allowances, long service increment, MONATS and UAWU compensation payments.
Total housing allowances to be absorbed		
Housing percentage	0%	
Uniform/laundry allowances to be absorbed	\$99,563	This includes all uniform and laundry related allowances, except for nurses who would continue to receive a uniform/tailoring allowance.
Travel/commuted taxi (inc uplift) to be absorbed	\$401,960	Current amount uplifted by 47.6% to take account of increased tax liability following absorption.
Achievement allowance to be absorbed		
Total allowances to be absorbed	\$679,198	
Current salary plus allowances absorption - inc uplift	\$2,309,176	
Next spine salary	\$2,358,715	
Initial conversion point salary	\$2,358,715	
Initial new step	2	
Minimum step based on seniority	3	
Seniority adjusted converted salary	\$2,417,683	Salary increased in accordance with seniority rule.
Continuing allowances	\$0	
New total pay	\$2,417,683	
Gross pay increase	\$238,139	
Estimated new net pay	\$2,153,960	
Percentage net pay change	4.2%	
Position in range	IN RANGE	

Application of guaranteed net pay increase	Details	Notes
Net pay increase greater than guaranteed minimum?	YES	No further adjustment necessary.
Minimum spine salary to achieve guaranteed increase		
Estimated net pay with guaranteed minimum		
Net pay increase with minimum applied		

Salary Conversion Scenario 5

Salary conversion scenario:

Senior academic; housing absorption with housing adjusted salary scale.

Employee information	Details	Notes
Job title	Academic Director	
Jobcode description	Professor Non-Medical	
Employee class	Academic	
Salary plan and grade	MPR01	
Current pay step	3	
Current salary	\$9,972,105	
Current total allowances	\$3,988,842	
Current total pay	\$13,960,947	
Estimated current net pay	\$10,086,776	
Current position in salary range	IN RANGE	

Pay conversion process	Details	Notes
Grade/classification for conversion	Professor - Non Medical	
Changed grade (if any)		
New grade	12	
New scale minimum	\$13,284,527	Salary range adjusted to reflect housing absorption.
New scale maximum	\$18,770,689	Salary range adjusted to reflect housing absorption.
Total seniority allowances to be absorbed		
Total housing allowances to be absorbed	\$3,988,842	
Housing percentage	40%	
Uniform/laundry allowances to be absorbed		
Travel/commuted taxi (inc uplift) to be absorbed		
Achievement allowance to be absorbed		
Total allowances to be absorbed	\$3,988,842	
Current salary plus allowances absorption - inc uplift	\$13,960,947	
Next spine salary	\$14,305,983	
Initial conversion point salary	\$14,305,983	
Initial new step	4	
Minimum step based on seniority	1	
Seniority adjusted converted salary	\$14,305,983	No change from initial salary conversion.

Pay conversion process	Details	Notes
Continuing allowances	\$0	
New total pay	\$14,305,983	
Gross pay increase	\$345,036	
Estimated new net pay	\$10,383,521	
Percentage net pay change	2.9%	
Position in range	IN RANGE	

Application of guaranteed net pay increase	Details	Notes
Net pay increase greater than guaranteed minimum?	YES	No further adjustment necessary.
Minimum spine salary to achieve guaranteed increase		
Estimated net pay with guaranteed minimum		
Net pay increase with minimum applied		

Salary Conversion Scenario 6

Salary conversion scenario:

MONATS - grade 8; multiple allowance absorption; salary adjusted to new range minimum and further according to seniority rule.

Employee information	Details	Notes
Job title	Administrative Secretary	
Jobcode description	Administrative Secretary	
Employee class	Admn &Tech	
Salary plan and grade	MF108	
Current pay step	10	
Current salary	\$1,942,014	
Current total allowances	\$167,528	
Current total pay	\$2,109,542	
Estimated current net pay	\$1,937,120	
Current position in salary range	AT MAX	

Pay conversion process	Details	Notes
Grade/classification for conversion	Monasa Grade 8	
Changed grade (if any)		
New grade	5	
New scale minimum	\$2,301,186	
New scale maximum	\$3,094,839	

Pay conversion process	Details	Notes
Total seniority allowances to be absorbed	\$67,965	This includes all seniority allowances, long service increment, MONATS and UAWU compensation payments.
Total housing allowances to be absorbed		
Housing percentage	0%	
Uniform/laundry allowances to be absorbed	\$99,563	This includes all uniform and laundry related allowances, except for nurses who would continue to receive a uniform/tailoring allowance.
Travel/commuted taxi (inc uplift) to be absorbed		
Achievement allowance to be absorbed		
Total allowances to be absorbed	\$167,528	
Current salary plus allowances absorption - inc uplift	\$2,109,542	
Next spine salary	\$2,136,880	
Initial conversion point salary	\$2,301,186	Salary adjusted to new range minimum.
Initial new step	1	
Minimum step based on seniority	3	
Seniority adjusted converted salary	\$2,417,683	Salary increased in accordance with seniority rule.
Continuing allowances	\$0	
New total pay	\$2,417,683	
Gross pay increase	\$308,141	
Estimated new net pay	\$2,153,960	
Percentage net pay change	11.2%	
Position in range	IN RANGE	

Application of guaranteed net pay increase	Details	Notes
Net pay increase greater than guaranteed minimum?	YES	No further adjustment necessary.
Minimum spine salary to achieve guaranteed increase		
Estimated net pay with guaranteed minimum		
Net pay increase with minimum applied		

Salary Conversion Scenario 7

Salary conversion scenario:	Professional - Information Technology Officer; 10% housing absorption with non-housing adjusted salary scales; guaranteed minimum takes effect.
------------------------------------	---

Employee information	Details	Notes
Job title	Information Technology Officer	
Jobcode description	Information Tech. Officer III	
Employee class	Profession	
Salary plan and grade	MS129	
Current pay step	12	
Current salary	\$6,237,828	
Current total allowances	\$623,783	
Current total pay	\$6,861,611	
Estimated current net pay	\$5,293,729	
Current position in salary range	IN RANGE	

Pay conversion process	Details	Notes
Grade/classification for conversion	Lecturer Non-Medical Above Bar	
Changed grade (if any)		
New grade	9	
New scale minimum	\$5,327,986	
New scale maximum	\$7,165,549	
Total seniority allowances to be absorbed		
Total housing allowances to be absorbed	\$623,783	
Housing percentage	10%	
Uniform/laundry allowances to be absorbed		
Travel/commuted taxi (inc uplift) to be absorbed		
Achievement allowance to be absorbed		
Total allowances to be absorbed	\$623,783	
Current salary plus allowances absorption - inc uplift	\$6,861,611	
Next spine salary	\$6,990,779	
Initial conversion point salary	\$6,990,779	
Initial new step	12	
Minimum step based on seniority	4	
Seniority adjusted converted salary	\$6,990,779	No change from initial salary conversion.

Pay conversion process	Details	Notes
Continuing allowances	\$0	
New total pay	\$6,990,779	
Gross pay increase	\$129,169	
Estimated new net pay	\$5,395,375	
Percentage net pay change	1.9%	
Position in range	IN RANGE	

Application of guaranteed net pay increase	Details	Notes
Net pay increase greater than guaranteed minimum?	NO	Salary adjustment follows to achieve guaranteed increase.
Minimum spine salary to achieve guaranteed increase	\$7,165,549	
Estimated net pay with guaranteed minimum	\$5,521,405	
Net pay increase with minimum applied	4.3%	

Salary Conversion Scenario 8

Salary conversion scenario: MONATS - grade 10; multiple allowance absorption; changed grade; convert above maximum, guaranteed minimum takes effect.

Employee information	Details	Notes
Job title	Chief Laboratory Technologist	
Jobcode description	Chief Laboratory Technologist	
Employee class	Admn &Tech	
Salary plan and grade	MF110	
Current pay step	10	
Current salary	\$2,756,007	
Current total allowances	\$2,584,556	
Current total pay	\$5,340,563	
Estimated current net pay	\$4,374,228	
Current position in salary range	AT MAX	

Pay conversion process	Details	Notes
Grade/classification for conversion	Monasa Grade 10	
Changed grade (if any)	7	Grade change resulting from job evaluation.
New grade	7	Monasa Grade 10 normally converts into grade 6.
New scale minimum	\$3,678,791	

Pay conversion process	Details	Notes
New scale maximum	\$4,947,565	
Total seniority allowances to be absorbed	\$1,639,429	This includes all seniority allowances, long service increment, MONATS and UAWU compensation payments.
Total housing allowances to be absorbed		
Housing percentage	0%	
Uniform/laundry allowances to be absorbed	\$99,563	This includes all uniform and laundry related allowances, except for nurses who would continue to receive a uniform/tailoring allowance.
Travel/commuted taxi (inc uplift) to be absorbed	\$881,252	Current amount uplifted by 47.6% to take account of increased tax liability following absorption.
Achievement allowance to be absorbed	\$137,800	
Total allowances to be absorbed	\$2,758,044	
Current salary plus allowances absorption - inc uplift	\$5,514,051	
Next spine salary	\$5,597,715	
Initial conversion point salary	\$5,597,715	
Initial new step	18	
Minimum step based on seniority	3	
Seniority adjusted converted salary	\$5,597,715	No change from initial salary conversion.
Continuing allowances	\$110,715	
New total pay	\$5,708,430	
Gross pay increase	\$367,868	
Estimated new net pay	\$4,470,641	
Percentage net pay change	2.2%	
Position in range	ABOVE MAX	

Application of guaranteed net pay increase	Details	Notes
Net pay increase greater than guaranteed minimum?	NO	Salary adjustment follows to achieve guaranteed increase.
Minimum spine salary to achieve guaranteed increase	\$5,737,658	
Estimated net pay with guaranteed minimum	\$4,571,557	
Net pay increase with minimum applied	4.5%	

19. Appendix IX – WIGUT’s response to Final Report and EY’s Response



Corrective Review of
EY Market Review Cor



EY Response to
WIGUT Corrective Rev

EY | Building a better working world

About EY

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multi-disciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

All in to shape the future with confidence.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EY member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

EY Caribbean refers to the Caribbean organization of member firms of Ernst & Young Caribbean Limited, each of which is a separate legal entity. Ernst & Young Caribbean Limited does not provide services to clients.

© 2025 EYSL.

All Rights Reserved.

