

WIGUT JAMAICA REPORT

DESIGNING AN APPROPRIATE MODEL FOR DETERMINING UWI (JAMAICA) ACADEMIC, SENIOR ADMINISTRATIVE AND PROFESSIONAL COMPENSATION IN LIGHT OF PAST AND CURRENT DEVELOPMENTS

13th October 2023

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Executive Summary

- i) The report examines the issue of compensation reform for members of the WIGUT (Jamaica) collective bargaining unit located in Jamaica. This is against the background of Government of Jamaica (GOJ)'s compensation review process for public sector workers which has resulted in quite substantial increases for many categories of government employees. The GOJ's process is based on the principle of the need to pay rates close to market rates to 'retain and attract' the best. This reform is yet to be applied to The University of the West Indies in Jamaica, a publicly funded institution. This is a report on the specific labour markets that should be used to set rates for the WIGUT (Jamaica) bargaining unit, particularly against the background that consultants hired by the GOJ have in their terms of reference only the local Jamaican labour market as the comparator.
- ii) The first issue addressed is that of whether the WIGUT (Jamaica) represented staff 'deserve' to be included in the compensation review process, given the criteria that the GOJ has laid down. The GOJ, in its statements on its compensation reform, claims to be establishing a system which is 'fair, transparent, rewards performance, attracts and retains talent'. The report establishes that the UWI system of assessment and promotion is fair and transparent by referring to, a) the qualifications for employment, b) the system of three-year contracts with security of tenure typically only earned after 6 years of satisfactory service, c) the requirement for peer reviewed publication and the confidential external assessments of such publications. The report points out, however, that, the system neither rewards performance nor is functioning

to, in the GOJ's words, 'attract and retain talent'. This is the focus of the main part of the report.

- iii) The issue of attracting and retaining talent involves being competitive in the market for the skill sets required of prospective employees. The GOJ compensation review created revised compensation packages for civil servants linked to emoluments paid for the equivalent skills in the local private sector labour market. The report rejects the notion that the local labour market is an appropriate reference point for setting compensation level to be applied to WIGUT (Jamaica) represented employees. The justification is that no other entity in Jamaica has as its primary function academic research and the imparting of knowledge right up to PhD level within the context of an academic research institution. Nevertheless, the report compares compensation packages for members of the bargaining unit, from instructor to professor with their equivalents in the public sector. The public sector compensation packages being compared are those put in place in 2023 as part of the revised compensation packages in that sector. The results show a huge disparity, with public servants now earning, depending on the grade, 33% and 100% more than their UWI in Jamaica equivalents. Within the local labour market, albeit an inappropriate reference point, the existing UWI in Jamaica compensation levels would fail to 'retain and attract'.
- iv) The report then moves on to the true labour markets, the regional and the international, within which members of the bargaining unit operate. The regional one is addressed first. Members of the bargaining unit at UWI in Jamaica work as part of a larger institution, The University of the West Indies. This is an entity with multiple locations across the region within which there are workers who have the similar

qualifications and the same job functions. These workers are assessed and promoted using identical criteria. Against this background, a comparison is made between the compensation package of members of the bargaining unit and that of equivalent workers at the Cave Hill Campus in Barbados. Cave Hill is chosen because it is the lead campus in relation to the compensation package for WIGUT level staff. The comparison shows that, with one exception, workers at Cave Hill earn between 58% and 81% more than their equivalents at UWI in Jamaica. Using the GOJ criteria, the existing compensation package at UWI in Jamaica can neither attract nor retain talent in the regional labour market.

- v) The report then tackles the second relevant labour market, the international one. Reference to this market is justified on the ground that The UWI is an international university, amongst the top 1.5% universities in the world based on the most recent Times Higher Education World University Ranking. Given that universities in North America and the UK are the main recruiters of talent from UWI in Jamaica, a comparison with the emolument packages of universities in these countries was carried out. Taking just the USA as an example, depending on the institution, the emoluments package for the various academic grades in the USA are about 50% to 100% greater than those enjoyed by their equivalents at UWI in Jamaica.
- vi) The report also addresses the fact that it will take time for the compensation review process at UWI in Jamaica to be completed. This is a problem for members of the bargaining unit since other public sector workers are already being paid revised salaries retroactive to the 1st April, 2022. The report proposes a temporary fix for the 2023-2024 academic year. There takes the form of an upward shift in the wages of the

lowest paid workers at UWI, belonging to another bargaining unit, because of the June 2023 raising of the minimum wage. This has a knock on effect on all the salary levels above, in that, in order to maintain existing differentials across the various levels, the emoluments of all grades have to move, including those of the WIGUT (Jamaica) bargaining unit. The correcting of these anomalies should be the basis for having the GOJ fund interim increases for the 2023-2024 year while the compensation reform process is being carried out.

- vii) The report makes recommendations to the WIGUT negotiating team. They should negotiate for parity with the lead campus, Cave Hill. This would result in increases of between 59% and 75% for all but one of the pay levels looked at. In addition, there should be an 'International Adjustment Allowance' payable to bring the lead campus compensation up to the level of 90% of a US university academic pay reference point. The report recommends that one of the signatories to any agreement on compensation reform should be the GOJ as UWI's main pay master.
- viii) The report comments on how the GOJ can finance the large compensation increases for WIGUT level staff at UWI in Jamaica. It points to the failure, over the last decade, of the GOJ to pay its fair share of the UWI budget as agreed to between the Caribbean governments which contribute to UWI. If the GOJ, pays what it has agreed and committed to pay for the upkeep of UWI, and what it owes from previous short payment, it could fund all or nearly all of the extra expenditure required to provide WIGUT level staff of UWI in Jamaica with regionally and internationally competitive compensation packages. The report also points to the Student Loan Bureau, its reform and the provision of substantial grants and genuinely

concessionary loans to needy students as a way of increasing student enrolment at UWI. This would increase revenues to the university and improve its capacity to provide regionally and internationally competitive compensation packages.

SECTION I - Overview

1. The GOJ's Objectives for Public Servants

The model used by the Government of Jamaica in substantially upgrading salaries in the core civil service and in the senior ranks of the teaching profession can be gleaned from the GOJ's commissioned compensation study on this matter. The GOJ's rationale and objectives are outlined succinctly but clearly in the following five stated objectives of the GOJ's exercise:

“The new structure seeks to put in place a system that is fair, transparent, rewards performance, attracts and retains talent to run the public bureaucracy, and is sustainable¹.”

2. The GOJ's objectives as well as approach are further captured from the following:

“The government set out to align salaries in the core public sector not only with the private sector but also with public bodies. This was because compensation levels between the public sector and the private sector generally and between the core civil service and the rest of the public sector had been severely eroded over time².”

3. The approach used to achieve the above-stated objectives involved:

“Selected positions in the core civil service and the public sector were evaluated using the same methodology and then compared with the private sector to establish the overall compensation value of the jobs.³”

¹ Summary of Public Sector Salary Scales, GOJ Ministry of Finance and the Public Service, 2023. Emphasis added.

² Ibid. Emphasis added.

³ Ibid. Emphasis added.

4. Now to the criteria for appointment, assessment and promotion at UWI. The 1990 industrial action by WIGUT (Jamaica) and the agreement by the GOJ to grant for the 1990-1993 triennium parity with the lead UWI campus, a report was commissioned to look at the issue of internationally competitive salaries for UWI in Jamaica. This report, referred to here as the Lalor Report recognised, thirty-one (31) years ago, the close connection between the compensation question and The University of the West Indies' system for assessment of academic staff performance and for promotion. It noted that, then as now, the following principal criteria are, in the order as presented here:

- Research output,
- Teaching ability,
- Administrative responsibilities, and
- Public service record⁴.

5. Ordinance 8 (effective since August 1, 2005) – Powers of Appointment, Promotion, and Dismissal (part two: Appraisal, Assessment, Evaluation and Promotion) sets out the following performance criteria:

“14(a). The appropriate Appointments Committee shall not renew the contract of a member of staff completing the first three years of service, unless that member of staff has shown evidence of diligence, competence, and integrity.

14(b). In considering whether to renew an appointment under this clause, the appropriate Appointments Committee shall, in respect of academic staff...take into

⁴ University of the West Indies, Report of the Salary Review Committee, 2nd March, 1992, paragraph 23. It should be noted that since that report, a system for all students' input to staff's teaching quality has been established.

account performance in the following areas of activity: Research, publication, teaching, contribution to university life, public service, scholarly, and professional activity [emphasis added].”

Behind this is a system of appointment which starts normally with a 3-year contract, then if satisfying the criteria listed above, then get a renewal for another three-year contract period. It is normally only after 6 years of satisfactory service that the employee would receive a contract with tenure or of indefinite employment. This means that, unlike almost every other public entity and most private ones for that matter, it takes 6 years of continued satisfactory work to be appointed to as something akin to a permanent employee. Even then, there are 5-yearly reviews of employees with contracts of indefinite tenure.

6. We shall now address the role of The UWI in Jamaica’s economy and society. The order of priority of assessment criteria remains the same as it was at the time of the 1992 Lalor Report. The UWI’s two most important functions, therefore, are knowledge creation through original research and internationally recognised publication of the results of such knowledge creation, and the imparting of this knowledge through its teaching function. The UWI, Mona is also unquestionably the premier teaching institution of Jamaica. The vast majority of the human resources in the private and public sectors have been trained at UWI in Jamaica; including most of the country’s managers, senior civil servants, teachers at all levels (including at other tertiary institutions); the medical and legal profession – as well as most of the legislature, judiciary, and executive; including a number of the country’s Prime Ministers and senior Cabinet Members in recent years.

7. Against the above background, we can assert the following. The UWI in Jamaica has been and remains critical to the country's generation of new knowledge, as well as its human resource development, and therefore to all dimensions of Jamaica's economy, society, and even culture.
8. On the issue of the quality of research produced by academics at UWI in Jamaica, every single published paper or book submitted accepted for consideration in the assessment and promotion process at UWI staff must have been peer-reviewed. Moreover, promotion within the institution is governed not only by the number of peer-reviewed publications achieved by the employee considered for promotion and evaluated by university internal academic assessment bodies. There is an external assessment process on top of that, involving confidential written assessment reports on the quality of the published work by leading academics in the particular field across the world. One of the questions asked of international assessors is, 'Is someone with this level of contribution to the field likely to hold the rank of X at your university?' with X standing for the particular rank, senior lecturer or professor, the applicant is being considered for. The assessment and promotion process is fair, transparent, objective and international. This is consistent with the institution's high and rising ranking in the Times Higher Education World University Ranking.
9. **The GOJ's objectives for the public service,**
The GOJ, in relation to its compensation review of the public service states that assessment should be based on the principles of fairness, transparency, rewarding performance, and

attracting and retaining [the best] talent. These criteria, as can be seen from the preceding, are fully satisfied by UWI's system for assessment and promotion of its WIGUT level staff.

10. Three-fifths⁵ (59%) of UWI, Mona's academic staff have PhD's, not counting those working towards completing theirs. This, of course, is but only one of the criteria (along with the number and quality of publications by staff) by which UWI has been adjudged by the Times Higher Education ranking system for the world's literally thousands of universities, to be in the top 1.5% of the world's finest universities. Any pay compensation package which fails to take this into account will have failed to satisfy its mandate objectively and fully.
11. A first degree at UWI carries significant weight in getting into top graduate schools worldwide. Moreover, several students with PhD's awarded by UWI have not only been recruited by top American Universities, but UWI professors whose PhD's were earned at UWI, Mona itself, have been recruited to head departments at top American Universities.
12. 'Against this background, it is not surprising that the Times Higher Education World Rankings has UWI positioned as the top university in the Caribbean region. This fact has to be taken into account in assessing what is the appropriate compensation package for UWI, Mona staff.
13. The UWI in Jamaica is in a competitive environment. It has been, for decades and currently, competing with other the St Augustine and Cave Hill campuses of the university

⁵ UWI, Mona Statistics

for the best staff. In addition, it has been in competitions with universities outside of the Caribbean, most especially in the USA, both for retention of UWI, Mona's best performing staff, and for recruitment of new staff, to replace those who retire each year⁶. The UWI in Jamaica is also in competition with the upper ends of the local job market with, from time to time, its academics and others being recruited into the top levels of the private and public sectors.

14. In the context of the above, we seek to determine an appropriate compensation package for the staff of UWI in Jamaica. The recent pay adjustments/awards provided to core civil servants (Section II) and senior teaching staff at Primary, Secondary, and non-university tertiary institutions throughout Jamaica (Section III) will be examined. A determination will be made of what way(s) and for what purpose these should be considered. With reference to the regional competitive market, a comparison of emoluments at UWI Cave Hill with those of UWI, Mona will be undertaken. In addressing the international market, an examination of the salaries at US, Canadian, and UK universities. These constitute the main international competition for UWI, Mona in attracting and retaining WIGUT level staff (Section IV).

15. The University of the West Indies has five objectives which its many other goals and attributes (such as knowledge creation, internationally recognised original publications, quality teaching, and so on) are geared to fulfil:

- a. Attract world class staff from within Jamaica, the Caribbean, and globally;

⁶ See Lalor Report, 1992: paragraphs 26, 35, 36, 37, 38, 39, 40, 41; and recommendations #'s 1, 4, 8, 20.

- b. Maintain the majority of its best staff in the face of global competition;
 - c. Attract the best students, both from within Jamaica and from the Caribbean region;
 - d. Attract greater numbers of foreign students. Foreign students pay the full cost (no Jamaican Government input involved) and hence enhance Mona's revenues beyond that of local students. Additionally, the greater the number of foreign students attracted; the more foreign exchange earned by the country. [Indeed, for the past four decades at least, British universities have competed heavily for foreign students, and some have won British Government awards for their contribution to Britain's "export educational services"].
 - e. Maintain and even further enhance, if possible, UWI's international university ranking amongst the world's top universities. This is important as a high ranking which is maintained and even improved upon, plays an important role in achieving the first four objectives listed above.
16. It is unfortunate that, in recent years, there has been a trend involving growing numbers of Jamaican youth from middle- and upper-income families sending their children to study at top American universities instead of at UWI, Mona. This has been true of even some UWI, Mona staff sending their children to American universities.
17. The collapse in the value – the purchasing power – of UWI, Jamaica salaries since the 1993 – 1996 triennium, has adversely affected the achievement of the five objectives outlined above. For example, as vacancies at high-quality universities outside the Caribbean open up (whether because of retirement or migration to other universities), it has become

increasingly difficult to attract the best in the international market to come to UWI. Indeed, UWI in Jamaica has lost a number of its existing staff to opportunities abroad⁷. Given the continued crisis in the purchasing power of staff compensation at Mona, it can be anticipated that as present staff retire, it will become even more difficult to recruit replacements for them.

18. **The Lalor Report**⁸

The Lalor Committee, established on the initiative of the Minister of Finance of Jamaica in March 1991, utilised the US currency in expressing salary values of UWI staff both for comparative purposes among UWI's (then) three territorial campuses and for the evaluation of UWI's international competitiveness; specifically, its salaries when compared with those in the nearby USA and Canada, and in the United Kingdom:

The Committee decided that for the purposes of international comparison, the academic salaries of the USA, Canada, and the UK should be compared to those in the region [paragraph 38] The Committee agreed that there was an international market in which the university competed for its staff. Since the majority of external recruitment is from the USA, which is where the university loses staff, it was decided that the USA should have a weight of 60% in the overseas comparator market [paragraph 39].

⁷ One of America's Ivy League universities, for example, has attracted at least six (6) Jamaicans as full professors, with at least three (3) of them heading departments at this university. They are all previous graduates of UWI, Mona.

⁸ The University of the West Indies, Report of the Salary Review Committee.

19. The following recommendations of the Lalor Committee, as far back as March 1992, are worth noting 31 years later:

- a. ‘Recommendation 1: That the University should adopt a single common salary structure in \$EC’⁹ (p 15).
- b. ‘Recommendation 4: That a baseline survey in Trinidad, Jamaica, and Barbados as well as in the international comparator countries be conducted every 3 years and that an update survey be conducted in the base country (Barbados) annually’ (p 15).
- c. ‘Recommendation 8: That The UWI common pay structure be within a range, the outer limits of which should be 20%/25% of the international comparator market, with the higher graded staff being closer to the international market than the lower grades’ (p 15).
- d. ‘Recommendation 20: That, in situations of rapid currency change, the university be allowed to adjust the exchange rate used for local payment of staff at a given campus at intervals of 6 months rather than 1 year’ (p 17).
- e. ‘Recommendation 25: That in due course the university shall address similar pay and performance issues as they relate to technical and junior administrative/clerical and secretarial staff’ (p 17).

20. **There has been a collapse in the value of the Jamaican dollar and in the purchasing power of WIGUT level staff in Jamaica from 1996 – 2023, and hence in the regional and international competitiveness of emoluments.**

⁹ Please note that the Eastern Caribbean dollar has not changed in value in relation to the US dollar in over 50 years; nor has the Barbados dollar.

Table 1 provides the US dollar to Jamaican dollar exchange rates for the ten (10) trienniums (3-year salary adjustments) of UWI, Mona beginning with the one which ended in 1996, to the one which has just ended in 2023.

Table 1: USD – JMD Exchange Rates for the Trienniums from 1996 to 2023 (inclusive)¹⁰.

Month/Day/Year	USD	JMD
08/01/1996	1.00	35.70
08/03/1999	1.00	39.63
08/03/2002	1.00	48.67
08/02/2005	1.00	62.24
08/04/2008	1.00	72.00
08/02/2011	1.00	86.10
08/02/2014	1.00	112.82
2017	1.00	128.00
2020	1.00	142.40
2023	1.00	154.00

Source: Bank of Jamaica.

¹⁰ 1. The data for 1996 to 2014 were for the FX rate on the 1st of August or earliest date for which data was available in August: the start of The UWI academic year.

2. The data for 2017 and 2020 were the annual averages calculated from the monthly averages for those years.

3. The 2023 data is for the latest FX rate; which has thus far varied throughout the year between JMD\$153 and JMD\$155.

21. Figure 1¹¹ below provides visual evidence of the increases in salary for medical professors from the 1996/97 academic year and throughout the period, to the 2016/17 academic year, alongside the value of these salary increases when expressed in US dollars at the exchange rate applicable for each of these years. Figure 2¹² does the same for non-medical professors at Mona for the same two-decade period. The data for both medical and non-medical professors is expressed in two separate graphs, one for those at the bottom of the salary scale and for those at the top of their scale. This is done both in the Jamaican and in the US currencies, for ease of visual comparison.

What emerges, upon examination of the graphs, is that the lines expressing the minimum and maximum salaries over the period, rise significantly when only the figures for salary increases in the Jamaican dollar are examined. When, however, one looks at the red and mauve lines, which express the bottom and top, respectively, of the professorial salaries when expressed in US currency, the dramatic difference in salary outcomes are clear, even though these professors received salary increases in Jamaican dollars in each of these trienniums.

¹¹ Taken from WIGUT, Report on Professorial Remuneration at UWI, Mona and recommendations for its substantial upgrade, March 2016, page 11.

¹² Ibid, page 12.

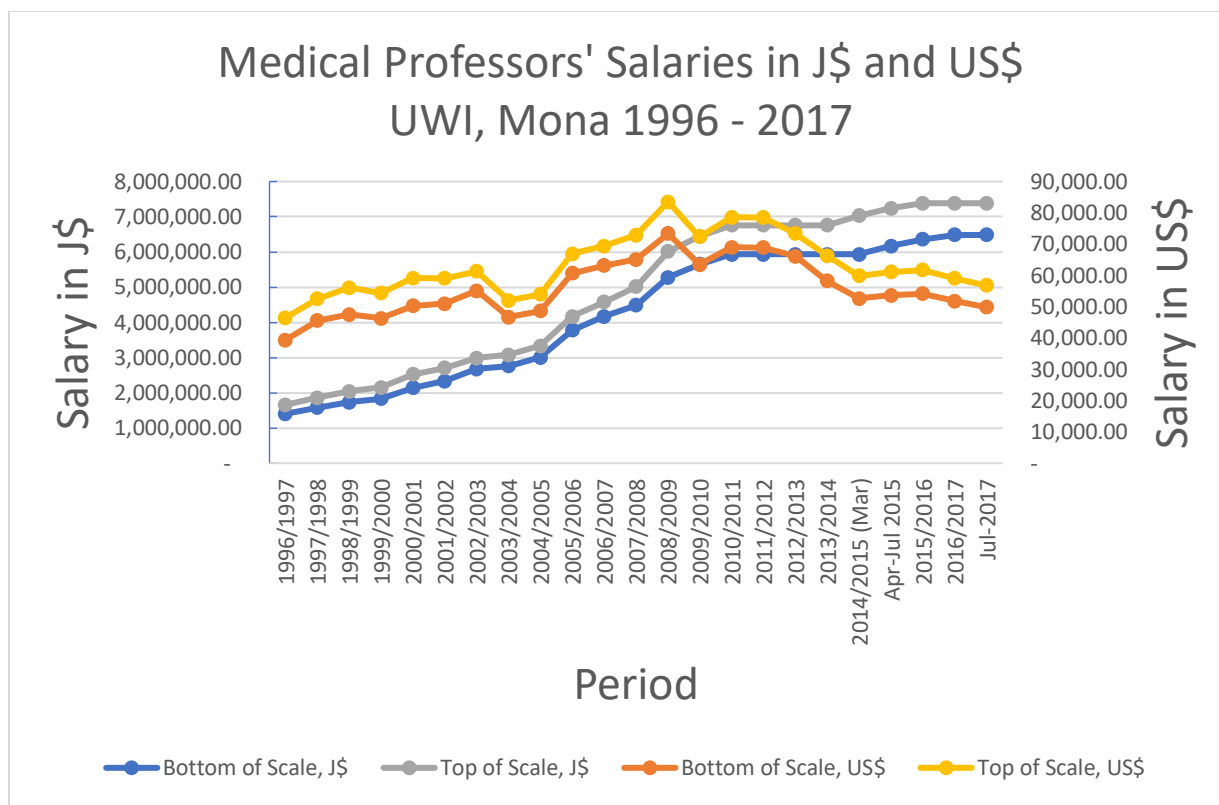


Figure 1: Salaries – Medical Professors 1996/97 to 2016/17

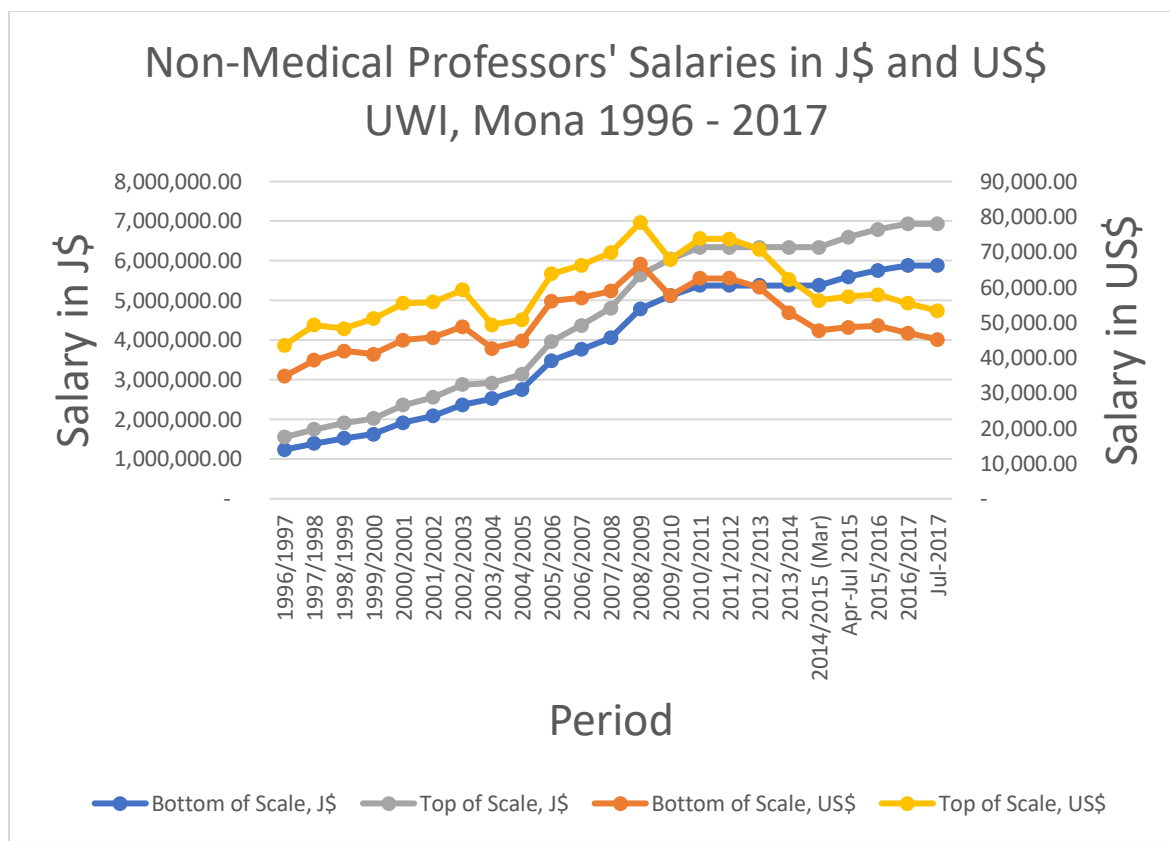


Figure 2: Salaries – Professors (Non-medical) 1996/97 to 2016/17

22. On August 1st, 1990, Bank of Jamaica data reveals that it took seven Jamaican dollars (JMD\$7.00) to buy goods valued at one US dollar (USD\$1.00). By August 1st, 1996 – the beginning of table one – it required JMD\$35.70 to buy goods costing one US dollar. By August of this year (2023), it took JMD\$154.00 to buy goods valued at one US dollar.

23. What the above demonstrates is that there has been a massive and continuing fall, over three decades, in the value of the Jamaican dollar against the currency of Jamaica's leading trading partner, the USA. Jamaica is an 'open' economy: an extremely high percentage of what is consumed in Jamaica is imported, with the largest single amount being from the

USA, Jamaica's leading trade partner. Even imports from other countries, such as petroleum products, are denominated and paid for in US currency. This is of fundamental importance in the internationally competitive job market for university staff¹³

24. There are, therefore, three issues requiring immediate attention regarding salaries for WIGUT level staff at UWI in Jamaica. These are independent of the issue of the recent salary upgrades to the core civil service and the senior teaching profession at the non-university levels within Jamaica. Firstly, there is the question of the massive fall in the real value of these salaries over the past three decades and continuing, when assessed in a context of the objectively high (mostly US denominated) import-content in the purchase of goods and services with these salaries, and in the context of the internationally competitive academic market being the relevant market for UWI, Mona academics. Secondly, is the need for equity in salaries at the same academic level within UWI, specifically in the lead campus of the university, currently Cave Hill, in salary matters. Thirdly, there is the need for salaries which are internationally competitive, even if not identical to those in the comparator markets of UWI in Jamaica. Without these factors being addressed, the five objectives outlined earlier will greatly, perhaps irretrievably suffer.

25. We will turn firstly to the recent pay awards by the GOJ to staff in the core civil service, and in the senior ranks of the teaching profession at the primary, secondary, and tertiary

¹³ Although the rate of decline of the JMD against the USD has slowed recently, this cannot be guaranteed in the future. A mechanism for appropriate adjustment of salaries in this highly competitive environment is still needed, even after funding an immediate, very substantial pay increase for the immediate period.

levels throughout Jamaica, and how these salaries compare with those at the UWI, Mona. The substantial-and deserved- upgrades of these public servants' salaries are relevant to this discussion only as it indicates that the GOJ has seen doing these salary upgrades as essential to its maintenance and even enhancement of the quality of the staff that the GOJ is able to attract and retain going forward. Moreover, the GOJ perceives that there is, in fact, a common competitive market between the GOJ and its public boards, and the private sector within Jamaica for the type and level of qualifications required for jobs at various levels within the public service, and private sector in Jamaica.

26. The fact is, UWI Jamaica-based academics operate in an entirely different competitive environment; one which is regional and international, and which is therefore outside of Jamaica. This has only occasionally been appreciated, and only once in a practical way, some thirty plus years ago. This appreciation of where the competitive markets for the UWI Jamaica-based academics are located, is fundamental to the standing of The UWI in Jamaica as part of one of the premier universities in the world. This issue will be examined in section IV of this report using hard data. This will involve making reference to the relevant emoluments at the UWI Cave Hill Campus in Barbados as well as those of the competition from the major competing universities in The USA, Canada, and the United Kingdom.

27. **UWI Jamaica-based Academics are not in the Same Competitive Market as Public Servants Within Jamaica.**

- a. There is no ‘competitive market’ between medical and non-medical professors, senior lecturers, and lecturers above the bar at the UWI, Mona, on one hand, and core civil servants; or with teachers in Jamaica at the lower levels at the education system; or for that matter, with the private sector in Jamaica in most cases; except at the highest levels of the private sector.
- b. There is however, a very real competitive market at universities in the United States for UWI Jamaica-based academic staff, and with Canadian and United Kingdom universities at the professorial ranks to a more limited degree. This market, because of the highly uncompetitive nature of the salaries of UWI Jamaica-based staff, is overwhelmingly in one direction: loss of the highest quality staff of UWI in Jamaica to the US universities, with little likely movement in the other direction.
- c. There has also been a loss to UWI in Jamaica of many of its most outstanding academics to the Trinidad and especially the Barbados campuses of The UWI, going back several decades.
- d. It would therefore be futile- analytically dubious, at best- to assess the correct pay levels for UWI, Mona staff on the basis of salaries among public servants -even the most senior, or public boards, or at the highest levels among teachers at the lower levels of the educational pyramid. The levels of qualifications required, and of assessments for contract renewal and for promotion of academic staff at UWI, are far more rigorous, and are on par with those at the leading universities worldwide. There is therefore, no significant ‘common space’ or ‘competitive market’ between academics at The UWI in Jamaica, on the one hand and public servants within Jamaica on the other; or for that matter, with the private sector within Jamaica,

except at the very highest levels. Failure to recognize this will lead to a likely escalation of the best academics at UWI in Jamaica leaving, and to a dearth of top performers from abroad coming to fill these vacancies. It would represent a policy leading to the slow death of UWI in Jamaica as a credible participant in the ecosystem of world class universities.

SECTION II - Summary Analysis of Core Civil Service Salary Increases and their Relevance to WIGUT-Mona Salary Negotiations, September 2023

28. We present a preliminary analysis of the Government of Jamaica's (GOJ) salary increases for civil servants (beginning from April 1st, 2022; then from April 1st, 2023; and finally, from April 1st, 2024); there is then a comparison with the current salaries of UWI Mona Academic, Senior Administrative and Professional Staff.

29. RECENT DEVELOPMENT WITH CIVIL SERVANTS IN THE PUBLIC SERVICE

The new salary structure for civil servants is arranged in 'pay bands', from pay band 16 (i.e., the highest pay band), to pay band 1. The salary immediately prior to the new pay structure is provided under the heading 'previous', followed by the new salaries which begin from April 1, 2022, with the second adjusted upwards from April 1, 2023; and the third pay award beginning on April 1st, 2024. Salary increases for civil servants are listed under these pay bands as follows: pay bands 16, 15, 14, and 13 contain what the GOJ calls its 'Executive Management Group': The Financial Secretary, Cabinet Secretary, and Auditor General (band 16); Permanent Secretaries (band 15) and two categories of Chief Technical Director (bands 14 and 13). Then comes the 'General Management Group' (band 12 to 7 inclusive). Finally, the 'lowest' group (band 6 to 1), is designated the 'Administrative Management Group'.

30. Increases in Percentage Terms

Percentage increases provided to civil servants in the new pay structure are summarized in Table 2. These have been calculated using as the base or starting point the salaries

immediately before the first salary increase which begins from April 1st, 2022, and which it is assumed ends on March 31st, 2025. Table 2, then summarizes the percentage increases in salaries i.e., in basic pay excluding travelling allowances – for the 3-year period outlined above.

Table 2: Percentage Increases in Basic Salary for Civil Servants in Bands 16 to 5 (inclusive); that is, salaries excluding Travelling Allowances.¹⁴

Pay Bands	At The Minimum Scale (%)	At the Maximum Scale (%)
16	156	182
15	106	128
14	New Post	New Scale
13	126	167
12	79	113
11	62	97
10	47	82
9	69	101
8	60	94
7	59	96
6	91	116
5	78	102

NB: While the GOJ's calculated percentages are quite substantial for each of these pay bands over the period under review, its percentages are quite different from these on this table. The method of calculation of these are outlined in Appendix B.

31. Appendix A provides the breakdown of the salaries at both minimum and maximum levels for each of the pay bands from number 16 to 5 inclusive. The breakdown is given in separate columns for the salaries of each of these pay bands with and without travelling allowances.

¹⁴ Source: *ibid.* See Appendix A; Tables A-1 to A 12 for the detailed breakdown of salaries over the 3 years, and Appendix B for the method used to calculate the percentage values.

32. In each case the salaries are given in four separate rows. The first row (#1) contains the salaries at both minimum and maximum levels for each pay band as they were ‘previous’ to the new salaries taking effect from April 1st, 2022. Row #2 provides the salaries “from April 1st, 2022”; Row #3, the salaries “from April 1st, 2023” – which are now the current salaries – and row #4: as they will be “from April 1st, 2024” i.e., less than seven months from today.

33. A Comparison of Senior Academic and Senior Civil Servants Salaries

As outlined in the earlier “Overview” section, it cannot be over emphasized that the system for appointment, evaluation, and promotion of academic staff at Mona is extremely rigorous, fair, transparent, and, critically, awards performance in original research, publication in internationally recognized, peer-reviewed publications, teaching, contribution to university life, public service, and general scholarly and professional activity [Ordinance 8 of The University of the West Indies Statutes and Ordinances]. The information on core civil service compensation is presented, therefore, to provide context for compensation review for WIGUT level staff at UWI in Jamaica and not as a reference point for such a compensation review.

34. Table 3 provides a breakdown of the current salaries of Senior Academic staff at UWI, Mona, inclusive of their housing allowance, and of the senior staff of the civil service in Jamaica; both the current salaries of the latter and the further increases in their salaries which take effect from April 1, 2024, i.e., in less than seven months’ time. Specifically, Table 3 examines the minimum and maximum salaries of professors at UWI in Jamaica, medical and non-medical, senior lecturers, medical and non-medical, and medical and non-

medical lecturers above and below the bar; with senior civil servants in pay bands 16 to 13 inclusive.

Table 3 provides a breakdown of the current emoluments for the main academic staff posts at the UWI in Jamaica. Table 4 (below) covers the most junior end of the WIGUT represented staff, included here without a comparison but for completeness of coverage.

35. If we compare the top category in each scale, we see the following. At the minimum of the professor (medical) grade, an approximate 44% increase would be required to move the emoluments package to the level of its core civil service equivalent. At the maximum level in that grade, the increase would be 26%. At the bottom grade, lecturer (non-medical), the required increase would be 101% for the minimum and 141% at the maximum level. The percentages required to catch up with the equivalent grades in the core civil service are extremely large at the bottom and middle, an approximate range of 70% - 160%, and much smaller at the top.

36. These figures are presented purely for illustrative purposes since the recommendation, as has been stated already, is not to compare WIGUT level staff with any section of the local Jamaican labour market.

Table 3: UWI, Mona Current Salaries (with Housing Allowance Added) (Salaries up to 31/07/23), Public Servants' Current Salaries and also from April 1, 2024: General Management Group, Executive Management Group, Administrative Management Group, with Travelling Allowance (where provided).

UWI, MONA			GOJ CORE CIVIL SERVICE		
Post	Minimum (J\$)	Maximum (J\$)	Post	Minimum (J\$)	Maximum (J\$)

Professor Medical	12,757,307	19,411,728	Pay Band 16: From April 1, 2023	18,312,867	24,628,770
Professor Non-Medical	11,557,493	18,025,736	Pay Band 16: From April 1, 2024	20,719,328	27,865,193
Senior Lecturer Medical	9,254,414	12,142,616	Pay Band 15: From April 1, 2023	15,791,128	21,237,312
Senior Lecturer Non-Medical	8,179,555	11,000,585	Pay Band 15: From April 1, 2024	17,005,317	22,870,261
Lecturer Medical (above the bar)	7,595,526	8,593,641	Pay Band 14: From April 1, 2023	12,336,004	16,590,554
Lecturer Non-Medical (above the bar)	6,881,175	7,785,418	Pay Band 14: From April 1, 2024	13,957,056	18,770,689
Lecturer Medical (below the bar)	6,234,010	7,053,207	Pay Band 13: From April 1, 2023	10,124,733	13,616,640
Lecturer Non-Medical (below the bar)	5,509,955	6,389,855	Pay Band 13: From April 1, 2024	11,455,206	15,405,979

Table 4: Current Salaries of Junior Academic Staff at UWI, Mona Including Housing Allowance.

Post	Minimum (J\$)	Maximum (J\$)
Assistant Lecturer Medical	5,375,563	5,788,898
Assistant Lecturer Non-Medical	4,751,221	5,116,537
Foreign Language Instructor	4,096,957	4,870,001
Instructor	3,362,566	4,870,001
Teaching Assistant	2,901,297	4,635,334

37. Core Civil Service Remuneration as Justification for Compensation Review but not for Equivalence

The UWI in Jamaica is without question, the apex of Jamaica's education system, training most workers at the highest skilled levels within the society. The human resources in both the private and Government sectors in Jamaica rely - and have so relied – on UWI, Mona for the lion's share of the training of these human resources. The vast majority of the GOJ's civil service – including its most senior civil servants – were trained at Mona. In addition, Jamaica obtains a disproportionate share of the multi-dimensional benefits of having UWI's largest campus and the regional headquarters of the university located on its home territory. In terms of student intake, staff, GDP income generation, government revenues, foreign exchange earnings, employment creation, and the multiplier effect of the above, no other contributing territory receives as much benefit to the economy and society as Jamaica does through the presence of the university on its territory. With the public service being the beneficiaries of a review of their compensation packages, there is no justification for WIGUT (Jamaica) represented staff at UWI in Jamaica not to benefit similarly.

38. Given the international mobility of UWI academic staff, if the pay differential, as seen above in relation to the result of the compensation review for the core civil service, has suddenly sprouted wings, the question arises of how much longer UWI in Jamaica would be able to attract – and retain – the caliber of its current academic and professional staff;

as well as continue to attract the best quality of students, locally, regionally, and internationally.

39. The above represents the framework within which WIGUT (Jamaica) needs to present its case to the University, the GOJ and the public, for a radical review of the compensation packages for the categories of staff it represents. The compensation review for the public service, with its generally large salary increases, should be used to justify a compensation review process of the WIGUT (Jamaica) bargaining unit based in Jamaica. **At the same time, the review cannot and should not be made with reference to the local labour market.**

40. **The Senior Administrative and Professional Staff**

In the context of compensation review, an effort is likely to be made to separate the emoluments of senior administrative and professional staff from that of the academic staff. The argument would be that even though the case for regional and international comparators can be made for the academics, the job market for the non-academics is local. For the union to yield to such a demand would be unwise. The UWI Mona's Senior Administrative and Professional staff constitute 'the engine room' of the research and teaching mission of the institution. They are an integral part of the team that fulfils the research and teaching mission of the institution and have, therefore, quite correctly, been treated, in terms of emoluments and other benefits, in a manner similar to the academics. This small body of senior administrators and professionals are required to meet – and maintain – very high-performance standards. Like academics, they are appointed for

limited periods and are regularly re-evaluated before becoming eligible for tenure and a ‘permanent’ job, typically after six years. Annual assessments of performance are undertaken in these cases, and each member of the senior administrative and professional staff is afforded the opportunity of examining the assessment report and comment thereon [Ordinance 8, part 2, sections 13(a) & (b); and 14 (a), (b)iv and (b)v]. Table 5 outlines the various posts of the senior administrative staff, and their current salaries inclusive of housing allowance. Rather than ‘free-riding’ on the coat tails of the academics, they are, both at the level of their job functions and the system of appointment, assessment and promotion, closely allied to the academics. They should continue be treated as such. It is against this background that we examine how the senior administrative and professional staff fare in relation to the compensation packages now being offered to the core civil service by the GOJ.

Table 5: Current UWI, Mona Salaries for Senior Administrative and Professional Staff (with Housing Allowance Included).

Post	Minimum (J\$)	Maximum (J\$)
Estate Manager	9,254,414	11,557,493
Divisional Manager	9,254,414	11,000,585
Deputy Librarian	8,593,641	11,557,493
Senior Manager/Senior Accountant	8,179,555	9,028,698
Senior Engineer	7,980,046	9,254,414
Deputy Estate Manager	6,881,175	9,254,414
Manager/Accountant	6,713,339	7,785,418
Assistant Manager	5,509,955	6,389,855
Engineer	5,375,563	7,410,284
Superintendent of Works	4,991,746	7,410,270
Accounting Assistant	3,711,645	5,244,452
Senior Library Assistant	3,899,549	4,870,001

NB: Given that all allowances to civil servants have now been included in the salary scales and subject to tax by the GOJ, UWI, Mona’s housing allowance – always taxed – has been included in the figures above for comparative purposes.

SECTION III - Summary Analysis of the New Salaries for Senior Teachers at (Non-University) Tertiary Institutions, and at Secondary and Primary School Levels and their Relevance to Current Salary Negotiations, September 2023.

41. Pay Increases for Senior Teachers

The most obvious section of the public sector that might be considered comparable to the WIGUT level UWI staff in Jamaica is teachers. As with the core civil service, however, we discuss the new compensation package for teachers **only** to give a national context for the compensation review for WIGUT level staff at UWI in Jamaica. As we have noted already, the job description of UWI academic staff covers the creation of new knowledge and teaching within a research environment, particularly teaching all those who teach and administer at the highest levels in the country. UWI is at the apex of the education system and, as such, has no local comparators.

Table 6 outlines the percentage increases in basic salaries i.e., without allowances, for the twenty most senior categories of teachers; using as the base line for calculating the percentages, the salary without allowances immediately prior to the salary increases, namely, ‘Previous’: The salaries as they were on March 31st, 2022, and then the increases starting from April 1st, 2022, continuing from April 1st, 2023, and finally, the scheduled increases to take effect from April 1, 2024. [Appendix C, Tables C1 – C20 of this report, provide the detailed breakdowns. Appendix B details the method of calculation of the percentage increases in basic salaries as done for both core civil servants and senior teachers.]

42. In virtually every one of the 20 most senior teacher categories, the percentage increases in basic salary are very substantial, albeit well deserved. The smallest percentage increase in salary among the twenty categories is 55%; the highest, 218%; the vast majority involve increases in excess of 100%.

Table 6: Basic Salary Increases for Teachers (i.e., with all allowances excluded from the calculations of salary increases) From April 1, 2022, to March 31, 2025¹⁵

	Teacher Posts	Minimum % Increase	Maximum % Increase
1.	Principal (Class A: Tertiary)	110	143
2.	Principal (Class B: Tertiary)	149	187
3.	Principal (Class C: Tertiary)	164	203
4.	Vice-Principal (Tertiary)	86	151
5.	Principal Lecturer/Head of Dept. II	142	172
6.	Principal Lecturer/Head of Dept. I	115	143
7.	Senior Lecturer	78	101
8.	Lecturer	72	93
9.	Assistant Lecturer	81	109
10.	Principal (Secondary IV)	140	182
11.	Principal (Secondary III)	94	130
12.	Principal (Secondary II)	116	156
13.	Principal (Secondary I)	102	139
14.	Vice-Principal (Secondary)	55	89
15.	Principal (Primary V)	133	174
16.	Principal (Primary IV)	105	143
17.	Principal (Primary III)	118	157
18.	Principal (Primary II)	132	172
19.	Principal (Primary I)	171	218
20.	Vice-Principal (Primary)	79	117

43. The substantial increase for teachers in various categories signals a recognition on the part of the GOJ. It is that to retain the best presently in the system, and to attract more of the

¹⁵ Calculated from base salary as it was on March 31st, 2022, i.e. ‘Previous’

best into the teaching profession at the highest levels, the salaries need to be at levels that can achieve this.

44. Reference to teacher's pay here is made to note that the GOJ is committed to spending more on education, especially to pay workers involved in teaching. The UWI in Jamaica, as already noted, sits atop the education system in Jamaica; responsible for training, directly and indirectly, the vast majority of not only civil servants and private sector professionals but also teachers at all levels of the education system.

45. The above must therefore be reflected in the pay of university academic and professional staff; both from the perspective of **fairness**, of **equity**, but also for extremely practical reasons alluded to in the Overview of this report, the competitive disadvantage with other campuses of UWI in other territories, and the international competitive disadvantage which affects UWI in Jamaica.

46. It is against the above that we examine the new compensation packages for senior teaching positions at tertiary institutions. Table 7 provides comparative data for senior teaching positions at tertiary level institutions, for Principals at secondary and primary schools throughout Jamaica and, by way of comparison, for the more senior academic staff at UWI, Mona; specifically for Senior Lecturers (medical and non-medical) and for Lecturers (medical and non-medical, above and below the bar). All the data for both the tertiary level teachers in Jamaica, and for academic staff at UWI in Jamaica, are **with** allowances included. **It should be stressed that, given the vast difference in job description,**

qualifications for continued employment, etc. the comparison is for illustrative purposes and does not suggest equivalence.

47. The differences between UWI emoluments and those of the grade we use for comparison in the Senior Teacher categories are not as dramatic as we saw for the core civil service. Table 7 shows that the differences hover between 10% and 40% above the UWI in Jamaica equivalent. However, as can be seen from Table 6 above, to achieve these new levels, most tertiary teachers' salaries had to be increased by over 100% and in one case by over 200%. This is evidence of how badly workers in the tertiary teaching sector, inclusive of UWI in Jamaica, have been paid until now.

48. **Table 7.**

Senior Teachers' Salaries with Allowances				UWI, Mona Salaries with Housing Allowance		
		Minimum (J\$)	Maximum (J\$)		Minimum (J\$)	Maximum (J\$)
	Principal Classes A, B, C (Tertiary)				Senior Lecturer (Medical)	
2	Current Salary (from April 1 st , 2023)	10,337,847	13,284,522		Current Salary	9,254,414 12,142,616
3	From April 1 st , 2024	11,175,811	14,305,983		Senior Lecturer (non-Medical)	
					Current Salary	8,179,555 11,000,585
	Vice-Principal (Tertiary)				Lecturer (Medical above the bar)	
2	Current Salary (from April 1, 2023)	8,517,586	10,903,230		Current Salary	7,595,526 8,593,642
3	From April 1 st , 2024	9,172,508	11,741,586		Lecturer (non-Medical above the bar)	

					Current Salary	6,881,175	7,785,418
	Principal Lecturer/Head of Dept. II				Lecturer (Medical below the bar)		
2	Current Salary (from April 1, 2023)	6,990,779	8,948,789		Current Salary	6,234,010	7,053,207
3	From April 1, 2024	7,344,686	9,401,821		Lecturer (non-Medical below the bar)		
					Current Salary	5,509,955	6,388,855

	Senior Teachers' Salaries with Allowances				UWI, Mona Salaries with Housing Allowance		
		Minimum (J\$)	Maximum (J\$)			Minimum (J\$)	Maximum (J\$)
	Principal Lecturer/Head of Dept. I				Senior Lecturer (Medical)		
2	Current Salary (from April 1 st , 2023)	5,597,715	7,165,549		Current Salary	9,254,414	12,142,616
3	From April 1 st , 2024	6,028,127	7,716,512		Senior Lecturer (non-Medical)		
					Current Salary	8,179,555	11,000,585
	Principal IV (Secondary)				Lecturer (Medical above the bar)		
2	Current Salary (from April 1, 2023)	8,517,586	10,903,230		Current Salary	7,595,526	8,593,642
3	From April 1 st , 2024	9,172,508	11,741,586		Lecturer (non-Medical above the bar)		
					Current Salary	6,881,175	7,785,418
	Principal III, II, & I (Secondary)				Lecturer (Medical below the bar)		
2	Current Salary (from April 1, 2023)	6,990,779	8,948,789		Current Salary	6,234,010	7,053,207
3	From April 1, 2024	7,344,688	9,401,821		Lecturer (non-Medical below the bar)		
					Current Salary	5,509,955	6,388,855

49. **NB:** Although the primary point of comparison is with the tertiary sector, the packages of principals of secondary schools have been included in the interest of completeness.

50. Conclusion

There is an effective lack of any meaningful differentiation in the salaries of senior staff at non-university tertiary and secondary institutions when compared with those at UWI in Jamaica. This is a recipe for disaster, unless a very substantial upward adjustment in salaries of the latter is undertaken and implemented **post haste**. Retention of the best UWI, Mona staff, and the attraction of more of the best in the future, will be impossible without a very significant upward adjustment in salaries.

SECTION IV – UWI in Jamaica’s Regional and International Competitiveness in Remuneration

Emoluments at UWI in Jamaica and at the Cave Hill Campus in Barbados: The Regional Market

51. The regional level, like the international level to come, allows a comparison with a job market that is truly comparable to that of the academic, senior administrative and professional staff at UWI in Jamaica. The Cave Hill Campus of the UWI in Barbados is the lead UWI campus in relation to emoluments paid to academic, senior administrative and professional staff. Therefore, the comparisons made here will be used, not just as an indicator of discrepancies in pay. In addition, they will be used as reference points for what a fair and competitive compensation package for the bargaining unit in Jamaica should be. The WIGUT level staff at The UWI in Jamaica work in the same institution as their counterparts at Cave Hill in Barbados. They hold the similar qualifications, perform the same duties and are assessed and promoted periodically using the identical criteria and evaluation protocols. Their emoluments, therefore, are a fair reference point for what should be paid at The UWI in Jamaica.

Tables 8 & 9 outline and compare the remuneration of academic staff at The UWI in Jamaica with that at its Cave Hill campus in Barbados. In order that the comparison to be as meaningful as possible, the housing allowances in both locations are included in the data presented. This is important because the housing allowance at Cave Hill is 20% of the salary, while at Mona it is 40%. Non-inclusion of the housing allowance for each campus would therefore result in a comparative result which exaggerates Cave Hill’s

superiority in income or remuneration over Mona. Put another way, it would understate the income of Mona staff and misleadingly, in comparison, inflate that of Cave Hill in relation to Mona.

52. Table 8 outlines the remuneration of medical academic staff at Cave Hill and at Mona, while table 9 covers the remuneration at each of these two campuses for the non-medical academic staff. Both the minimum remuneration and the maximum for each position are provided in both tables, and all the figures are given in USD for ease of comparison, given that those at Cave Hill are paid in Barbadian currency, and those at Mona in JMD. The column at the extreme right of each of these two tables gives the percentage by which Cave Hill remuneration exceeds that at Mona – which is the reality for all the academic posts from Professor to Assistant Lecturer.

53. Expressed differently, the percentages listed in the column on the extreme right of each of tables 8 and 9 reveal not just the magnitude of the differences in remuneration for each post at each campus, but simultaneously the percentage by which Mona's remuneration at each level would have to increase, for WIGUT level staff at all levels on both campuses to receive the same remuneration. An analysis of these figures will follow the tables.

Table 8: UWI Campus Salary Differentials plus Housing in USD: Medical Scale.

Salary Levels in the Medical Scale (1)		UWI, Cave Hill, Barbados in USD (2)	UWI, Mona, Jamaica in USD (3)	Percentage Difference (4)
Professor	Minimum	131,846	82,840	59.2%
	Maximum	148,306	126,050	17.7%
Senior Lecturer	Minimum	102,190	60,094	70.1%
	Maximum	126,360	78,848	60.3%
	Minimum	89,338	49,322	81.1%

Lecturer (above the bar)	Maximum	91,908	55,803	64.7%
Lecturer (below the bar)	Minimum	70,848	40,481	75.0%
	Maximum	80,093	45,800	74.9%
Assistant Lecturer	Minimum	59,292	34,906	69.9%
	Maximum	63,314	37,590	68.4%
1. Salaries rounded to the nearest whole number				
2. At Exchange rate US\$1 = Bds\$2				
3. At Exchange rate US\$1 = JM\$154				
4. The percentage by which Cave Hill salaries are greater than Mona's (worked to nearest decimal point).				

Table 9: UWI Campus Salary Differentials Plus Housing in USD: Non-Medical Scale.

Salary Levels in the Non-Medical Scale (1)		UWI, Cave Hill, Barbados in USD (2)	UWI, Mona, Jamaica in USD (3)	Percentage Difference (4)
Professor	Minimum	118,130	75,049	57.4%
	Maximum	142,819	117,050	22.0%
Senior Lecturer	Minimum	87,026	53,114	63.8%
	Maximum	115,387	71,432	61.5%
Lecturer (above the bar)	Minimum	73,159	44,683	63.7%
	Maximum	84,715	50,555	67.6%
Lecturer (below the bar)	Minimum	56,981	35,779	59.3%
	Maximum	70,848	41,493	70.7%
Assistant Lecturer	Minimum	48,406	30,852	56.9%
	Maximum	52,582	33,224	58.3%
1. Rounded to the nearest whole number.				
2. At exchange rate US\$1 = Bdos\$2				
3. At Exchange rate US\$1 = JM\$154				
4. The percentage by which Cave Hill salaries are greater than Mona's (worked to nearest decimal point).				

54. The Percentage Increases in Emoluments Required to Equalize Remuneration at UWI in Jamaica and UWI, Cave Hill.

The percentage increases in remuneration at Mona is aimed at the achieving parity between the campuses¹⁶ are, with one exception, substantial. It would take a 59.2% increase in the emolument of a Mona medical professor at the bottom of the professorial scale to receive equal treatment with his/her counterpart at Cave Hill. For anyone below the medical senior lecturer level at Mona it would take a 70.1% increase; and for those at the top of the scale, a 60.3% increase, to achieve parity. For lecturers (medical) above the bar, the gaps are 81.1% at the bottom, and 64.7% at the top of that scale; for medical lecturers below the bar, the figures are 75.0% and 74.9% for the bottom and top of the scale respectively; and 69.9% and 68.4% for medical assistant lecturers. There is literally only one position where the gap is relatively small: for medical professors at the top of their scale. The gap here is only 17.7% greater for those at Cave Hill, than for those at Mona.

55. For non-medical academics staff (from professors to assistant lecturers and everyone in between), the percentage increases required for parity between the campuses for identical positions are, with one exception, all between 56.9% and 67.6%; the one exception being for non-medical professors at both campuses at the top of their scales. ‘Only’ a 22% increase in emoluments for Mona professors are required for parity at the top of the scale with those at Cave Hill (the figures for the bottom of their scales remain substantial: 57.4%).

¹⁶ As was the agreement between WIGUT, Mona and the GOJ during the 1990 salary negotiations; more on this later.

56. The Demotivating Effects of relatively junior staff at Cave Hill receiving the same, and in some cases, higher emoluments than their seniors at Mona.

Compounding the problem of the huge differences in emoluments for identical posts on the two campuses as outlined above, is the fact that some positions at Cave Hill receive similar and, in some cases, greater remuneration than their seniors at Mona, i.e., at the same university. There are many examples of this:

- A professor (non-medical) at Mona at the bottom of the scale gets approximately USD \$12,000 less than a senior lecturer (non-medical) at Cave Hill at the bottom of the scale;
- A professor (non-medical) at the top of the scale at Mona gets a mere USD \$1,663 more, per annum, than a senior lecturer, also at the top of the scale at Cave Hill;
- A senior lecturer (non-medical) at Mona at the top of the scale:
 - Gets less than the minimum of a lecturer above the bar at Cave Hill
 - And more than USD \$13,000 less than a lecturer above the bar at the top of his/her scale;
- Indeed, a senior lecturer (non-medical) at Mona gets only USD \$584 per annum more than a lecturer below the bar at Cave Hill.
- A lecturer above the bar at Mona and at maximum emoluments, earns less than a Cave Hill lecturer below the bar who is at minimum salary;
- Indeed, a Mona lecturer above the bar earns, at the top of the Mona scale for this position, less than a Cave Hill assistant lecturer at the top of his/her scale.
- Finally, a Mona lecturer above the bar and at the top of the scale, receives emoluments of only USD \$2,149 per year more than a Cave Hill assistant lecturer at the bottom of his/her Cave Hill scale.

In the case of medical academic staff, the situation is just as astonishing; four examples will suffice:

1. A Mona professor (medical) at the top of the scale at Mona receives essentially the same emoluments as a senior lecturer at Cave Hill at the top of his/her scale (USD \$126,050 vs USD \$126,360).
2. A Mona medical professor at the minimum of the Mona scale:
 - a. Earns less than a lecturer above the bar at Cave Hill at the top of the Cave Hill scale (USD \$82,840 – Mona medical professor vs USD \$89,338 – Cave Hill medical lecturer above the bar);
 - b. And very little more (USD \$2,747 per year) than a lecturer below the bar at Cave Hill at maximum;
3. A Mona lecturer above the bar at maximum, earns less than an assistant lecturer at Cave Hill at minimum (USD \$55,803 vs USD \$59,292)
4. Finally, a Mona medical lecturer above the bar earns less, at maximum, than an assistant lecturer at maximum at Cave Hill (USD \$55,803 vs USD \$63,314).

57. The Case for Parity with the Lead Campus

The notion of linking the salaries of WIGUT level staff in Jamaica to those of their counterparts at the campus with the leading emoluments package is not new. On 20th February 1991, the permanent secretary in the Ministry of Finance and the Public Service, wrote the president of WIGUT, Jamaica confirming the following results of the negotiations between the union and the Government of Jamaica¹⁷

This letter begins by ‘confirming the following additional arrangements’ [emphasis added]:

¹⁷ Ref. No. 12252/I II; 20th of February 1991. See Appendix E

- i. 'A regional adjustment allowance will be paid to the academic and related staff at Mona which represents on an increase of the following magnitude – year 1, 62.5%, year 2, 17.5% and year 3 an amount to achieve a range of emoluments similar to those being paid at the lead campus of the University.'
- ii. 'Should there be a slippage at the end of year 1 of more than 5%, as a result of exchange rate adjustments, in the relationship at the time the agreement was signed between Mona emoluments and those of the lead campus a special adjustment will be made to restore the relationship.'
- iii. 'The University Grants Committee to be requested to set up a committee to make recommendations on the bases for a common basic salary structure for the region within a targeted six months.'

58. This agreement between the GOJ and WIGUT, Jamaica was honoured by the former during the triennium 1990 – 1993, but unfortunately lapsed therefore, with consequences already noted both in the overview section of this report, and in the data revealed in tables 8 & 9 above. A number of the junior academic staff, back in 1991, who had been contemplating departure from UWI, Mona for 'greener pastures' mostly in North America, stayed on as a consequence of that 1991 agreement and have become some of the most internationally recognised professors at UWI in Jamaica. Most of these have now retired, Others are now celebrated professors at leading universities in the USA. Given the current situation, unless seriously rectified – and quickly – the scale and scope of departures of the best at Mona will increase, and few abroad will want to join The UWI in Jamaica.

59. The author of this report genuinely believes that there is reason to hope that the present GOJ, and in particular the current Minister of Finance and the Public Service, is fully cognizant of the vital necessity for adequate and competitive remuneration, in order to maintain, and attract, the very best original knowledge creators, and the highest level of teachers; the ones at the apex of the entire education system of Jamaica, and therefore of the drive for the Human Resources transformation of Jamaica for serious development.

Emoluments at US Universities and Beyond: The International Market

60. Table 10 provides data on average university academic salaries at thirteen (13) of the USA's top universities. One of the very lowest – number 12 of the 13 on this list – Brown University's salaries, has been selected for breakdown by academic rank (Table 11), and thereafter for comparison with UWI, Mona's salaries for similar ranks (Table 12). All figures used in all three tables are in USD, including those at Mona. Moreover, it is assumed for the purposes of this analysis that academic staff at Brown University receive solely their salaries, with zero 'extras' for housing or anything else; whereas the figures used for UWI, Mona include housing (40% of basic pay) as part of Mona staff's salaries or compensation. In other words, UWI, Mona data is presented at its highest, and the assumption in these tables is that, on the other hand, staff at Brown University receive no emoluments of any kind apart from their salaries.

Despite the above assumptions, the differences in compensation at these two, Brown University and UWI in Jamaica, are stark, and it is no longer a mystery (if it even was) why Brown University has been so successful in tapping several of Mona's outstanding professors over the years, including presently. The differences in pay between the two universities, as Table 12 lays bare, is massive. Several involve differences well in excess

of 100% for academic positions involving the same work; for scholars researching and publishing books and papers, in both cases, in an internationally competitive publishing environment; necessitating the same high standards for the acceptance of materials for publication based on original research.

Table 10¹⁸: Average Academic Salaries at Several Leading United States Universities

	Universities	Average Faculty Salaries (USD\$)
1	Princeton University	\$195,056
2	Harvard University	\$193,382
3	Rockefeller University	\$192,734
4	Stanford University	\$191,816
5	California Institute of Technology	\$187,414
6	Columbia University (N.Y.)	\$179,871
7	University of Pennsylvania	\$172,360
8	University of California at Berkley	\$170,122
9	Northwestern University (Illinois)	\$163,111
10	University of Chicago	\$158,597
11	Duke University	\$154,288
12	Brown University	\$146,687
13	Cornell University	\$143,555

Table 11¹⁹: Salaries Breakdown by Rank for the Academic Year 2021 – 2022 at Brown University (in USD)

Academic Rank	Salary
Professor	\$195,420
Associate Professor	\$126,751
Assistant Professor	\$107,371
Lecturer	\$94,861
‘No Academic Rank’	\$80,563

Table 12²⁰: Salary Differences Between Brown University & UWI (Jamaica)

¹⁸ Table 10: All data from site from IPEDS: The integrated post-secondary education data system, US Department of Education, academic year 2022 – 2023.

¹⁹ Table 11: UnivStats: <https://www.univstats.com>. Salary on data accessed on 26/08/2023.

²⁰ Table 12: Ibid, tables 8, 9, 10, and 11.

Academic Rank	US University Salary (USD)	Mona Salary – Medical (USD) [Min – Max]	Mona Salary – Non-Medical (USD) [Min – Max]
Professor	\$195,420	\$82,840 - \$126,050	\$75,049 - \$117,050
Associate Professor/Senior Lecturer	\$126,751	\$60,094 - \$78,848	\$53,114 - \$71,432
Assistant Professor/Lecturer Above the Bar	\$107,371	\$49,322 - \$55,803	\$44,683 - \$50,555
Lecturer/Lecturer Below the Bar	\$94,861	\$40,481 - \$45,800	\$35,779 - \$41,493
‘No Academic Rank’/Assistant Lecturer at UWI, Mona	\$80,563	\$34,906 - \$37,590	\$30,852 - \$33,224

61. The obvious comment must be made. Over time, both the ability to attract and retain the best staff at The UWI in Jamaica has disappeared. Without adjustment of emoluments at The UWI in Jamaica, to international standards, attrition in the form of the increasing loss of the best talent will continue. So too will be the near impossibility of attracting the best to replace them.

Table 13: Professorial Salaries in Canada (in USD)²¹

	University ²²	CAD Minimum	USD Minimum	CAD Maximum	USD Maximum
1.	University of Waterloo	\$145,000	\$107,300	\$243,000	\$179,820
2.	University of Toronto	\$120,000	\$88,800	\$332,000	\$245,680
3.	University of Windsor	\$118,351	\$87,500	\$282,000	\$208,680
4.	Mount Royal University	\$117,000	\$86,580	\$173,000	\$128,020
5.	McMaster University	\$114,000	\$84,360	\$235,000	\$173,900

²¹ Foreign exchange rate for CAN\$ to USD\$ used above is the average for 2023 to date (over 200 days): CAN \$1 = USD \$0.74. <https://www.exchangerate.org.uk>>Canadian dollar to US dollar; accessed 11/09/23.

Additional cash compensation averaging Canadian \$11,594 (USD \$8,580) paid to all the Canadian Universities is NOT included, as the amount varies CAN \$2,357 to CAN \$57,018. **!**

²² Source: Glassdoor: <https://www.glassdoor.ca>salaries> (accessed 27/08/23); also, Talent.com: <https://ca.talent.com>salary> (accessed 27/08/23).

6.	University of Western Ontario	\$105,000	\$77,700	\$182,000	\$134,680
7.	University of British Columbia	\$104,000	\$76,960	\$294,000	\$217,560
8.	University of Ottawa	\$96,000	\$71,040	\$200,000	\$148,000
9.	Toronto Metropolitan University	\$95,000	\$70,300	\$239,000	\$176,860
10.	University of Guelph	\$93,000	\$68,820	\$206,000	\$152,440
	UWI, Mona Medical Professor	\$111,946	\$82,840	\$170,338	\$126,050
	UWI, Mona Non-Medical Professor	\$101,418	\$75,049	\$158,176	\$117,050

62. As can be seen from Table 13 the differences in the starting salaries for professors at the above Canadian universities – if one excludes the average cash compensation provided, which averages USD \$8,050 – is not large. However, as one takes into consideration emoluments as one climbs the scale, the differences, with two exceptions, becomes stark, even with the exclusion of the ‘extra’ cash compensation provided to those at Canadian universities. Canada would have enhanced attractiveness for more senior scholars, the very category that The UWI in Jamaica needs most to hang on to.

63. Certainly, there is no pay incentive for either a junior academic at a Canadian university, and even less for one close to or at the top of the scale, to join the academic staff at The UWI in Jamaica. For Mona academic staff at all levels, offers from US universities are considerably more attractive, which is why the Lalor Committee as far back as over three decades ago identified US universities as by far the main source of competition for Mona academics.

64. We can now consider the other country, the UK, from which academics have traditionally been recruited to The UWI in Jamaica and to which UWI academic staff in Jamaica have gone. The compensation situation at UK universities led to a major strike in March of this year (2023), called by the academic union representing staff at 150 UK universities²³. This would lead one to suspect that compensation is fairly low. This is confirmed by the figures in Table 14.

The vast majority of UK universities use a common spine for determining salaries at all levels on the academic ladder. As can be appreciated from an examination of Table 14 there is no pay incentive currently for a UK academic to become a staff member at The UWI in Jamaica. The incentive for a UWI Jamaica-based academic to head in the opposite direction exists but is slight. The UWI in Jamaica salary ranges for medical professor are USD \$82,840 - \$111,946, and for non-medical, USD \$75,049 - \$101,418 not significantly different from the UK range of \$83,608 - \$138,166 shown in Table 14. The UK top end across all the grades, tends to be higher than for UWI in Jamaica but the bottom ends are quite similar.

Table 14: UK Salaries of University Academic Staff in USD²⁴

Level	Minimum USD	Maximum USD
Professor	\$83,608	\$138,166
Associate Professor	\$68,015	\$89,014
Senior Lecturer/Senior Research Fellow	\$53,735	\$72,145
Lecturer/Research Fellow	\$42,461	\$56,996

²³ News/UK, UCL, London

²⁴ The exchange rate of UK£ to USD\$ used here are the average exchange rate for the period 9/9/2022 to 8/9/2023: £1 = USD \$1.22. Source: <https://www.exchangerates.org/counter/GBP-USD>. Accessed 11/9/2023. Rounded to the nearest dollar.

Associate Lecturer/Graduate Research Assistant	\$32,592	\$42,461
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Source: News/UK: University and College Union (UCU); (Trade Union representing 70,000 members at LSO universities in the UK)

65. A review of the differences in compensation packages across UWI in Jamaica and universities in the USA, Canada and the UK tell us a decades old story. Thirty-one (31) years ago when the Lalor Committee completed its work, the Committee gave a weighting of 60% for the ‘pull’ to the US, as compared to Canadian and UK universities. [paragraph 39]. We find also that the biggest pay differential is that with the USA.

64. The strongest international pull, based on remuneration levels, for the best scholars from UWI in Jamaica is towards US universities. The pull toward Canada and the UK is less. In the meantime, UWI in Jamaica has zero ‘pull’ effect based on emoluments. Attracting quality academics to replace those retiring has become even harder, as factors other than emoluments would currently be the only reasons for either North America based or the UK based academics coming to work at The UWI in Jamaica. Any mechanism for creating an emoluments package which is internationally competitive requires a bias towards the USA market, the lead international market for recruiting staff from The UWI in Jamaica.

SECTION V – The Emergence of Salary Anomalies Between and Among Various Categories of UWI Mona Staff

65. The long overdue increase in National Minimum Wage has increased the salaries of UAWU unionized UWI, Mona staff; such that grades 4, 5 and 6, steps 8, 9, and 10, of UAWU staff now receive the incomes outlined in table 15.
66. These new salaries have had the effect of eliminating the intervals or gap between the salaries of UAWU workers at this top, with the salaries of MONATS (Junior Administrative) staff at the lowest level of their salary scale, as captured by tables 16A and 16b.
67. The intervals between and among staff at different levels and categories are based on qualitative differences in,
- a. The relative qualification of the various categories of staff and/ or
 - b. The specific job skills requirements and or market scarcity of the various staff categories.
68. A situation has thus resulted involving the effective elimination of the interval or gap in the highest rungs of UAWU level staff, with that of the lowest rungs of MONATS-level staff (tables 15, 16 (a) and (b)).
69. However, any solution in a vacuum of this [particular salary ‘anomaly’] creates one between the top grades of MONATS’ staff and the lower rungs of the salaries of academic-related staff (members of WIGUT), despite the latter requiring much higher levels of qualifications (tables 20 & 21).

70. In sum, the chain reaction has resulted from the initial minimum wage increase at the bottom of the staff pyramid. The consequences are substantial, and require an urgent interim solution, even while the longer, triennium negotiations proceed at their ‘normal’ pace.

71. A suggested solution to the above situation is outlined in section VI: ‘Recommendations’.

Table 15: UAWU members’ (in grades 4,5 and 6; steps 8, 9 and 10) Salaries after Minimum Wage Rise (2023)

GRADE	STEPS	ANNUAL SALARIES (\$)
4	8	1,184,472.04
	9	1,214,065.27
	10	1,244,437.74
5	8	1,353,948.99
	9	1,387,800.88
	10	1,422,504.51
6	8	1,561,047.20
	9	1,600,063.87
	10	1,640,077.24

Table 16 (a): MONATS Member’s Salaries (grades 4, 5, & 6; Steps 8, 9, & 10): (Year 2, (i) to March 2023; ii. Projected)

Grades	Step 8 (\$)	Step 9 (\$)	Step 10 (\$)
4	870,903.00	893,025.00	915,618.00
5	995,922.00	1,021,218.00	1,048,182.00
6	1,151,151.00	1,183,380.00	1,218,855.00

Table 16 (b): Projected Increases

Grades	Step 8 (\$)	Step 9 (\$)	Step 10 (\$)
4	1,185,119.70	1,214,747.69	1,245,116.37
5	1,355,101.76	1,388,979.30	1,423,703.71
6	1,561,933.08	1,600,981.41	1,641,005.94

Table 17: Heads of Agreement between The UWI Mona, and MONATS Salary Increases for the Contract Period (Year 2; April 1, 2022, and March 31, 2023)

Year 2	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	\$
Grade 4	732,660.00	750,981.00	769,752.00	788,997.00	808,725.00	828,942.00	849,660.00	870,903.00	893,025.00	915,618.00	
Grade 5	837,513.00	858,447.00	879,906.00	901,905.00	924,453.00	947,568.00	971,256.00	995,922.00	1,021,218.00	1,048,182.00	1
Grade 6	965,598.00	989,742.00	1,014,477.00	1,039,848.00	1,065,843.00	1,092,483.00	1,119,804.00	1,151,151.00	1,183,380.00	1,218,885.00	1
Grade 7	1,121,073.00	1,149,099.00	1,177,830.00	1,207,278.00	1,237,449.00	1,268,391.00	1,302,639.00	1,340,019.00	1,378,479.00	1,418,040.00	1
Grade 8	1,331,580.00	1,364,871.00	1,398,996.00	1,433,970.00	1,469,811.00	1,506,564.00	1,550,253.00	1,595,208.00	1,641,471.00	1,689,072.00	
Grade 9	1,571,562.00	1,610,853.00	1,651,122.00	1,692,759.00	1,735,476.00	1,779,270.00	1,832,067.00	1,887,720.00	1,944,981.00	2,003,979.00	
Grade 10	1,867,323.00	1,914,753.00	1,963,212.00	2,012,931.00	2,063,775.00	2,116,206.00	2,182,596.00	2,253,447.00	2,324,178.00	2,397,048.00	

Table 18: MONATS Projected Increase (Step 1-8)

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
Grade 1	\$728,000.00	\$746,200.00	\$764,855.00	\$783,976.38	\$803,575.78	\$823,665.18	\$844,256.81	\$865,363.23
Grade 2	\$803,000.00	\$823,075.00	\$843,651.88	\$864,743.17	\$886,361.75	\$908,520.79	\$931,233.81	\$954,514.66
Grade 3	\$891,000.00	\$913,275.00	\$936,106.88	\$959,509.55	\$983,497.29	\$1,008,084.72	\$1,033,286.84	\$1,059,119.01
Grade 4	\$997,000.00	\$1,021,925.00	\$1,047,473.13	\$1,073,659.95	\$1,100,501.45	\$1,128,013.99	\$1,156,214.34	\$1,185,119.70
Grade 5	\$1,140,000.00	\$1,168,500.00	\$1,197,712.50	\$1,227,655.31	\$1,258,346.70	\$1,289,805.36	\$1,322,050.50	\$1,355,101.76
Grade 6	\$1,314,000.00	\$1,346,850.00	\$1,380,521.25	\$1,415,034.28	\$1,450,410.14	\$1,486,670.39	\$1,523,837.15	\$1,561,933.08
Grade 7	\$1,523,000.00	\$1,561,000.00	\$1,600,000.00	\$1,640,000.00	\$1,681,000.00	\$1,723,000.00	\$1,766,000.00	\$1,810,000.00
Grade 8	\$1,788,000.00	\$1,833,000.00	\$1,878,500.00	\$1,925,000.00	\$1,974,000.00	\$2,023,000.00	\$2,073,500.00	\$2,125,000.00
Grade 9	\$2,099,000.00	\$2,152,000.00	\$2,205,500.00	\$2,261,000.00	\$2,317,000.00	\$2,375,000.00	\$2,434,000.00	\$2,495,000.00
Grade 10	\$2,464,500.00	\$2,526,000.00	\$2,589,000.00	\$2,654,000.00	\$2,720,000.00	\$2,788,000.00	\$2,858,000.00	\$2,929,500.00

Table 19: MONATS Projected Increase (Step 9-10)

Step 9	Step 10
\$886,997.31	\$909,172.24
\$978,377.53	\$1,002,836.96
\$1,085,596.98	\$1,112,736.91
\$1,214,747.69	\$1,245,116.38
\$1,388,979.30	\$1,423,703.79
\$1,600,981.41	\$1,641,005.94
\$1,856,000.00	\$1,902,000.00
\$2,178,500.00	\$2,233,000.00
\$2,558,000.00	\$2,622,000.00
\$3,003,000.00	\$3,078,000.00

Table 20: MONATS grade 10, Step 10.²⁵

i.	To March 31, 2023:	\$ 2,317,048.00
ii.	Projected:	\$ 3,078,000.00

Table 21: WIGUT Members at Lowest Salaries/ Posts.

Spine Number	Posts	Year 22/23
53	Assistant Lecturer (Non-Medical)	\$ 3,393,729.00
51	Teaching Assistant Research Assistant Foreign Language Instructor Senior Library Assistant Instructor	\$ 3,310,953.00
41	Foreign Language Instructor	\$ 2,926,398.00
37	Senior Library Assistant	\$ 2,785,392.00
33	Account Assistant	\$ 2,651,175.00

²⁵ NB: Projected increase of 28.4%; i.e., \$680,952 added to \$2, 397,048.00= 3,078,000.00

25	Instructor	\$ 2,401,833.00
19	Teaching/ Research/ Foreign Assistant	\$ 2,230,341.00
17		\$ 2,175,945.00
15		\$ 2,122,881.00
13		\$ 2,072,355.00

SECTION VI: Recommendations

The following are recommendations to the West Indies Group of University Teachers in its negotiations with the University of the West Indies and the Government of Jamaica on the issue of Compensation Review and a Competitive Compensation package for members of the collective bargaining unit. They can be divided into two sets. The first set, Recommendations 1-5 are directed specifically at the negotiating team and the approach it will take to the negotiations. Recommendations 6-11 are all under the heading, 'Funding the Salary Increases'. These recommendations are directed at entities outside of the Union, notably the University itself, the GOJ and more specifically the SLB. These suggest initiatives that could be embarked on to enhance the revenues coming to the institution. This latter set of recommendations are intended to respond to the anticipated question, 'Where will the money come from to pay the salaries?'

Recommendation 1: The Elimination of Salary Anomalies - a Holding Position

Negotiate for the increases that would be generated through the overlaps triggered by the raising of the minimum wage. This should take effect from 1st August, 2023, with a clear understanding that this would be replaced by payments under the Compensation Review on 1st August, 2024. This ensures relief for the members of the bargaining unit during the 2023-2024 Academic Year. It should be stressed that, however large the increases might be, this is not a satisfactory basis on which to base the compensation package of the bargaining unit.

Comment: The upper rungs of salary adjustments (grade 4, 5 and 6 of UAWU staff members specifically) initiated by the well-deserved substantial increase in the national minimum wage has had a ripple effect on salaries at the bottom of the MONATS' (junior administrative staff) scale. Adjusting those in turn affects the lower rungs of WIGUT academic staff with a ripple effect right

up to the top.²⁶ It is this which should be the basis of negotiation with the University and the GOJ about, with the latter pressed to fund it since it is a logical outcome of its own minimum wage policy.

Recommendation 2: Regionally Competitive Compensation

The negotiators should chant the mantra of the GOJ compensation review, **that of retaining the best and attracting the best**. Parity with the lead campus, it must be argued, allows for that to happen at least amongst the pool of people in the market for employment at UWI. The union should, therefore, negotiate with the University and the GOJ for a commitment to pay salaries on par with the lead campus, based on the calculations presented in Tables 8 and 9. The argument should be made that this is merely restoring the parity with the lead campus agreed to and funded by the GOJ in the 1990-1993 triennium.²⁷ In addition, in keeping with the 1990-1993 agreement, it should be negotiated that should there be a slippage by more than 5% in the value of the emoluments at Mona in relation to that of lead campus during an academic year caused by relative devaluation of the Jamaican dollar, an adjustment in the salaries of members of the bargaining unit would automatically be made at 1st August of the following academic year. .

Comment: It might be a useful negotiation strategy to simply demand the reinstatement of the parity agreement of 1990-1993 on the ground that that represented a compensation review which failed to be carried forward in the subsequent trienniums.²⁸ The specific details of how to achieve

²⁶ See Section V, tables 15 to 21 for the detailed data on this with respect to staff of the three unions at the UWI, Mona; UAWU, MONATS and WIGUT.

²⁷ See table 8 and 9 (paragraph 40-57) for the relevant data and rationale for this recommendation.

²⁸ See Ministry of the Public Service Letter of 20/02/91, reference number 12252/ I II; See also Section IV (paragraphs 55 & 56) of this report.

this along the lines of the percentages shown in Table 8 can be used as a guide to the specifics of how to reintroduce parity with the lead campus in the current conditions.

Recommendation 3: Internationally Competitive Compensation

Again, the mantra of the GOJ compensation review, **that of retaining the best and attracting the best** should be chanted. Being competitive at the international level, it must be argued, allows for that to happen in the global market for the best academics. Since the leading country competing for academic staff UWI in Jamaica is the USA, the emoluments package of members of the bargaining unit should be a minimum of 90% of that of a select basket of the best universities in the USA. At the start of every academic year, the gap in remuneration between that calculated in relation to the lead campus and that which is 90% of the USA university mean, shall be paid to the staff member as an 'International Adjustment Allowance'. The negotiations should seek to have this implemented on 1st August 2024, at the point where parity with the lead campus is implemented. One can use, for purposes of the negotiations, the salary ranges at Brown University as presented in Table 12 as indicative of what those sums might be for the various grades. The International Adjustment Allowance shall be treated as a part of salary for all purposes, including pension arrangements.

Recommendation 4: The GOJ Must be Party to the Agreement on Regional and International Salary

The original agreement on parity with the lead campus was arrived at through an agreement and letter of commitment from the GOJ. Its restoration should follow a similar pattern. The agreement on regional and international salaries MUST be arrived at with the GOJ rather than simply with The UWI.

Comment: The agreement on regionally and internationally competitive salaries has significant cost implications for the GOJ. The GOJ is the largest paying customer for the educational services provided by the institution, through its subvention to the institution to support Jamaicans attending the institution. Any agreement such as this requires that the GOJ be a party to the agreement. An agreement signed with UWI on this matter is really not worth the paper it is written on since it is the largest paying customer who is going to have the last word on this matter.

Recommendation 5: Funding the Salary Increases – GOJ to Resume Paying 80% of Economic Cost

In both the negotiations and in the public debate, the question of how the increases in remuneration are to be funded will come up. The union's answer must be that government of Jamaica (GOJ) should resume paying its full contribution to UWI based on the formula agreed over two decades ago, one requiring 80% of the economic costs of Jamaican students enrolled at UWI to be paid for by the GOJ. It currently pays a block grant which bears no relationship to the cost of educating Jamaican students at the institution and which is much smaller than would be required if the formula were followed. In addition, the GOJ must, through an agreed timeframe, pay the backlog of funds owed to The UWI based on the agreed 80% formula. It should, however, follow the example of a previous government in how it pays the backlog. **It should force UWI to identify**

income generating areas in need of the infusion of capital, and pay sums owed in a targeted way to improve the earning capacity of the institution.

Comment: Facts and Consequences of Non-payment of Sums Due.

- i. By way of example, in the 2021-2022 academic year, The GOJ had an obligation, based on its agreement with The UWI and the other contributing territories, to pay \$12.8 Billion to fund the University, mostly Mona. The GOJ handed over only \$8.2 Billion, leaving a massive shortfall of \$4.6 Billion, which, among other things, crippled the University's ability to pay its staff competitive salaries.²⁹
- ii. Appropriate salary increases in terms of regionally competitive salaries, can be paid, and with immediate effect, should the government honour its official agreement to pay its agreed annual contribution. Should it do so, there will be no need for salary negotiations- directly or indirectly- with the GOJ over staff salaries at The UWI, Mona, certainly not with respect to the payment of regionally competitive salaries. There may, however, be a need for such discussions with respect to achieving internationally competitive salaries; most particularly with the market of the U.S.A.

Recommendation 6: Funding the Salary Increases – The Student Loan Bureau (SLB)

In the public discussion around the Union's claim, it should be argued that

²⁹ University Bursar, McNeish's testimony to a committee of The Jamaica House of Representatives.

- a) a study needs to be done urgently to assess the number and percentage of qualified-for-entry individuals who turn down financing by the SLB because of fear of “The Debt Trap,” i.e., that they will not be able to repay the SLB loan even years after graduating from UWI.
- b) An operational audit of The SLB should be undertaken given the growing number of UWI alumni who are complaining bitterly about what they claim is non-existent customer service; that they often cannot find out how much they still owe or are given figures inconsistent with what they believe is the case and cannot get to speak to someone truly in charge, most of the time to query and thus address such vital grievances. Charges of incompetence and worse are being increasingly levelled, and so an independent and objective evaluation to ascertain whether and to what extent these complaints are justified is urgently needed, since the SLB is a critical financial lifeline for UWI, Mona’s operating revenues.
- c) The need for guarantors for student loans has become a significant burden for many students. This requirement should be removed.
- d) The SLB interest rates should be much lower, never more than 4%, and for the poorer students (those on PATH), it should be zero or at most 2%.
- e) Those students who are qualified for entry to UWI, Mona and who are among approximately 16% of Jamaicans on PATH should receive part-scholarships via the SLB. In other words, the full cost of their tuition could be paid to UWI, Mona, but the students and their families would then be required to pay only 50% of their tuition costs; the other 50% being the part-scholarship.

Comment:

- i. It should be borne in mind that the GOJ under different administrations has borrowed substantial sums from the SLB to use for other purposes. This point is made here to indicate that recommendations d) and e) above are not to bankrupt the SLB, as it has been 'raided' more than once by the GOJ (as has the NHT) for use other than for student loans.
- ii. The Student Loans Bureau (SLB) has made a substantial contribution to the expansion of university educational opportunities for young Jamaicans from more economically challenging backgrounds than was the case prior to its establishment. It has made a difference for literally thousands of young, socio-economically challenged, Jamaicans.
- iii. However, an increasing number of students qualified to be admitted to The UWI, have in recent times backed away from applying for loans from the SLB. While several factors account for this growing trend, the main one, based on widespread anecdotal (but not yet scientifically surveyed) reports, is based on the increasing fear of finding themselves in a personal 'dept trap'. A number of UWI staff involved either in the marketing unit or in the administrations unit of the Mona administration have observed this response from prospective students; many of whom have turned down attending UWI for fear that they will not be able to pay off the substantial loans - with significant interest- which are involved in taking SLB loans.
- iv. A major fear is the inability to find employment, especially at a salary which makes it possible for the individual to both survive economically and at the same time pay off the SLB loan. While it is true that the SLB provides a grace period, and moreover has some flexibility in terms of the repayment schedule, it nevertheless remains that interest on the outstanding balance continues to accumulate after the grace period even while

- the alumnus is working but unable to meet fully his or her repayment obligation to the SLB.
- v. Moreover, given the socio-economic strata from which most loan recipients come, the interest rate charged should vary. It is suggested that none should exceed four percent (4%) of the remaining balance, and moreover should be waived altogether for graduates who choose to go to schools, clinics, and other places of employment within Jamaica which the GOJ has designated as experiencing significant staff shortages. This has the two-fold effect of improving the service for GOJ-designated poor inner city and rural communities, while eliminating, as a reward, the alumnus from the accumulation of interest on his or her paid balance.
 - vi. The net effect of the above recommendations regarding the SLB will be to increase the number of students from poor families able to attend UWI, Mona without their being burdened with unpayable debt, and earn university level qualifications while simultaneously the Mona campus will be able to tap into greater finance from the SLB to assist in discharging its educational/ human resources development responsibilities to Jamaica to an even greater extent.

Recommendation 7: Funding the Salary Increase – Expanded Recruitment of Foreign Students

A vigorous programme should be implemented to increase substantially the intake of foreign students to UWI, Mona. This, if seriously undertaken, will greatly enhance UWI, Mona's annual revenue streams.

Both the marketing unit of The UWI, Mona administration, and the admissions unit, require urgent reorganization, as well as the injection of highly experienced and additional personnel into these units. Additionally, the regulations and directives under which they now operate should be carefully and objectively examined and changed as needed to allow for the maximum possible achievement of substantially larger number of students in the various faculties, departments and courses as required.

With the above in mind a system of monetary incentives should be considered both for the staff in those two units, and for any agencies contracted by the campus within and without Jamaica, for the global advertising and admissions function.

i. **Market Potential**

Both because of the objectively limited financial input of contributing Caribbean governments, and the fact that university education in most countries is vastly more expensive than it is at UWI, Mona, there is a huge market for foreign students which is hardly being, tapped, presently, by Mona. This is, in no small measure based on the fact that UWI, Mona by its action in practice (as opposed to frequent assertions) has not designated foreign student enrollment as a vital area for The UWI, Mona's financial health, perhaps even survival.

ii. **Possible Financial Budgetary Implications**

An examination of the fees in various faculties and for specific courses tells the story dramatically. At the undergraduate level, annual fees for non-sponsored students from contributing countries in the Faculty of Humanities and Education, for example, are a little under one-third (1/3) of a million Jamaican dollars or US \$2100 at the current rate

of exchange,³⁰ in many cases, and a little over this, in other cases namely between US \$2200 and \$2500. For international students, the fees are uniformly US \$15,000, or approximately two point two million Jamaican dollars (Ja \$2,235,000) at the current rate of exchange ³¹. This situation is essentially the same for the Faculty of Social Sciences, the Faculty of Science and Technology and the Centre for Gender and Development Studies ³². What this effectively means, is that on average one foreign student brings into the UWI, Mona revenue stream annually the equivalent of what it would take almost seven (7) students from contributing Caribbean territories to provide to the Mona budget. Put another way, should UWI, Mona be able to achieve, through effective marketing, the annual presence of five hundred (500) additional foreign students, this will be the financial or budgetary equivalent of increasing contributing country enrollments by or an additional three thousand five hundred (3500).

iii. **Additional Economic Benefits**

The above refers only to the potential budgetary implications for UWI, Mona. However, there are several more benefits to Jamaica as a whole from a substantial increase in foreign students' enrollment. There is the provision of room and board (on or off campus), further food purchases, transportation, books, stationery, and so on) all enhancing the local economies' commercial, housing and transportation sectors as well as bringing into Jamaica much appreciated foreign exchange.

- iv. Several developed economies, including Britain, use foreign students to finance a major portion of their various university budgets. This also helps with cross- subsidies.

³⁰ The University of the West Indies Mona campus, 2023/2024 tuition fees for undergraduate programs, June 4, 2023

³¹Ibid

³² Ibid

Foreign students' numbers, and fees help to keep local student fees lower than would otherwise be the case. Britain actually sees attracting foreign students as an export services industry which improves the country's balance of payments.

Recommendation 8: Funding the Salary Increases – Aggressive Marketing of Graduate Programmes within Jamaica

Graduate Student Programme Expansion

The UWI, Mona should embark on an exercise or strategy of tapping into the reservoir of UWI (and other) alumni throughout Jamaica, with a view to attracting them to enlist for Masters degree programmes at Mona, either full-time or part-time. This will result in a substantial increase in Mona's revenues while simultaneously further enhancing the development of Jamaica's human resources.

Please note, that recommendations 7 with respect to fundamental reorganizing of the Advertising and Admissions units of Mona administration apply equally to this recommendation regarding expanding the graduate programme at the Mona Campus. Without such reorganization and recruitment of further skilled and experienced staff, this goal will not be achieved.

Rationale:

Graduate programs generate higher revenues per student, per course, per annum understandably, than first degree programs. The magnitude of the per annum difference at the postgraduate versus the undergraduate levels varies significantly from course to course, even within the same subject areas, faculties and departments, based on a range of considerations. Depending, therefore, on the faculty and the particular subject area and course, the revenues which the UWI, Mona can get from

one graduate student per annum is anywhere between twice and four times the revenue which Mona can get from one undergraduate student in the same year.³³

‘Rebalancing’ the intake of students at the Mona campus by increasing the relative ratio between postgraduate and undergraduate student intake in the future expansion of student numbers, would mean greater revenue intake for the administration per student intake while placing less strain on the campus’ physical plant and staff per student in the expansion in numbers.

Recommendation 9: Funding the Salary Increase – Short Term Professional Training Courses

The UWI, Mona campus can and should play an increased role in upgrading both the private and public sectors’ human resources at all levels, through a substantial expansion in Mona’s accredited and carefully targeted short courses for personnel at various skill and experience levels within these sectors. Given the decades-long deterioration in labour productivity in many if not most sectors of the Jamaican economy, such targeted intervention on a ramped-up scale can assist in the critical task of human resource and organizational upgrading of the country’s economically active population; in the process significantly enhancing the revenue intake of the Mona campus.

Recommendation 10: Funding the Salary Increases – Public and Private Sector Partnership

³³ The University of the West Indies, Mona Campus 2023/2024 Tuition Fees for Graduate Programmes; and The University of the West Indies, Mona Campus 2023-2024 Tuition Fees for Undergraduate Programmes.

There needs to be an enhanced partnership by UWI, Mona with Jamaica State and private sectors to explore and exploit potential new business opportunities.

Background and Rationale:

- i. The UWI, Mona is big business. Not everyone employed by and at Mona or in successive governments of Jamaica over the decades, has discovered this yet. Many others have but pay solely lip service to this reality and to what needs to be done. The Mona Campus' contribution to Jamaica's GDP, direct and indirect employment, foreign exchange earnings, government revenue generation, contribution to mandatory statutory bodies (like in NHT, NIS etcetera) and to a wide swathe of local economies (Papine, August Town, Irish Town, Hope Pastures, Mona heights and other communities) in terms of housing/ apartment accommodation, food and meal purchases, transportation, and a wide range of commercial activities generated by the presence of over twenty thousand (20,000) persons on the campus daily and living on or nearby, has been little appreciated by decision makers at many levels.³⁴

- ii. The New Multiplier Effect

Indeed, it has been calculated that for every dollar that the government of Jamaica grants to the UWI, Mona, the GOJ gets back in excess of that dollar (through a combination of all the measures listed above and others) within twelve (12) months.³⁵

³⁴ See Hubert Devonish 'New Models for Old: Funding UWI for the Long Haul'. In **Quality Education Forum**, #22, Jan. 2018, pp. 81-131.

³⁵ Ibid

iii. Moreover, a handful of businesses thus far have discovered the profit-making potential of the Mona campus and have begun to take action. An outstanding example of this has been (and is) the specifically formed company to build and rent hundreds of modern accommodation units on the Mona campus for students, in collaboration with the Mona campus administration. There are discussions in some quarters about something similar being done in the future for future staff accommodation.

iv. **Electricity and Water Generation/ Supply**

There have also been initiatives by the campus administration in recent years, with private sector entities for electricity generation and water supplies.

v. **Possibilities for Joint Ventures in wide areas**

Possibilities for greatly enhanced collaboration with entities within the Faculties of Medicine, Science and Technology, Engineering and Agriculture and within other faculties need to be more vigorously explored, going forward.

vi. **“Offshore” Medical Schools and The UWI, Mona**

One area which requires a huge initial investment but with substantial income generating potential, is for UWI, Mona to enter in a big way the growing market for training of medical doctors both for the United States market and for others in the Middle East, Africa, and elsewhere. The UWI, Mona has two huge advantages in entering this market: human resources of high skill and experience, and a top-notch international reputation.

St. Georges University (SGU) Medical School, Grenada was launched in 1978 by an American attorney-at-law. This medical school started from scratch in

rented accommodations, quickly attained a reputation for its students (from 60 countries, with the largest single group being from the U.S.A.) scoring high on the US medical boards. SGU, it is estimated, accounts for approximately 20-25% of Grenada 's GDP, has a pre-covid/ post-covid student body of between five and six thousand (5000-6000), with a non-teaching staff of over a thousand (>1000), and a teaching staff of a few hundred.

There are several other “offshore” medical schools in the Caribbean. UWI, Mona has considerable advantages over them all. Neither the government of Jamaica nor The UWI, Mona campus has the investment funds on their own to enter this lucrative field. However, this is an area crying out for a three-way investment collaboration, the third leg being Jamaica’s private sector (as well as possibly the Jamaicans Diaspora).

Recommendation 11: Controlling the Narrative – Using the Contents of this Report to Shape Public and Institutional Discussion on Compensation Review the Bargaining Unit

WIGUT (Jamaica) will find it very difficult, **after the fact**, to influence the recommendations of an internationally reputable consulting firm such as that appointed to examine compensation review for UWI in Jamaica. We already know that this report is going to be unsatisfactory since regional and international comparators are not being considered by these consultants. WIGUT (Jamaica) has, therefore, to use its own report to **force** the matter on to the agenda.

The greatest chance of having regional and international comparators considered is to control the narrative in advance of the consultants’ report coming out. This WIGUT does by publicising widely the contents of its own report and the arguments contained therein.

Circulating to the media edited and simplified versions of document and holding a press conference around the document, are two important early steps that need to be taken.

Complementing this should be a campaign to educate members of the university community, including members of the bargaining unit, the university administration, the other UWI unions in Jamaica **and** the student body via the Guild of Students. This campaign ought to begin no later than the beginning of November 2023, and continue right up to the time of the release of the GOJ/UWI official compensation review report.

APPENDICES

APPENDIX A: Tables A-1 to A-12)

Salary increases for Public Servants in the Executive Management Group, General Management Group, and Administrative Management Group for the Three Years; From April 1st, 2022, then April 1st, 2023, and then from April 1st, 2024. [Broken down by ‘basic pay’ i.e., salary without travelling allowance, and - separately – with the allowance³⁶.]

Table A-1 Pay Band #16: Executive Management Group (i.e., Financial Secretary, Cabinet Secretary, Auditor General)

	Post	1 Without Travelling Allowance		2 With Travelling Allowance	
		Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	7,418,988	9,265,299	[of \$, 1,697,148 tax free]	
2.	From April 1, 2022	14,488,758	20,071,096	16,185,906	21,768,244
3.	From April 1, 2023	16,615,719	22,931,622	18,312,867	24,628,770
4.	From April 1, 2024	19,022,180	26,168,045	20,719,328	27,865,193

NB: The 3-year increases in basic salaries at this band amount to an increase of 156% at the minimum level, and an increase of 182% at the maximum level, i.e., from the basic salary prior to April 1, 2022.

Table A-2 Pay Band #15: Permanent Secretaries (Executive Management Group)

	Post	2 Without Travelling Allowance		3 With Travelling Allowance	
		Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	7,418,988	9,265,299	7,418,988	9,265,299
2.	From April 1, 2022	12,259,908	17,073,541	13,957,056	18,770,689

³⁶ Source: Government of Jamaica, Ministry of Finance and the Public Service, “Summary of Public Sector Salary Scales; May 2023.”

3.	From April 1, 2023	14,093,980	19,540,164	15,791,128	21,237,312
4.	From April 1, 2024	15,308,169	21,173,113	17,005,317	22,870,261

NB:

1. The travel allowance of \$1,697,148 now built into these figures for the 3-year period.
2. Column #2 captures increases in basic salary over the 3-year period.
3. Column #3 includes travelling allowance, now treated together with salary, and taxed as income [this is with regard to the new 3-year salaries: rows 2, 3, and 4].
4. The 3-year increases in salary at this band amount to 106% at the minimum level and 128% increase at the maximum level, i.e., from the basic salary prior to April 1, 2022.

Table A-3 Pay Band #14: Chief Technical Officers (GMG/CTD2; Executive Management Group)

		1 Without Travelling Allowance		2 With Travelling Allowance	
	Post	Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	[New level, no previous rates]			
2.	From April 1, 2022	10,903,230	14,663,632		
3.	From April 1, 2023	12,336,004	16,590,554		
4.	From April 1, 2024	13,957,056	18,770,689		

NB: 1. No travelling allowances are attached to this band as officially published.

2. This is a newly created band, hence no comparison with previous salary relevant.

Table A-4 Pay Band #13: Chief Technical Director (GMG/CTD-1; Executive Management Group)

		1 Without Travelling Allowance		2 With Travelling Allowance	
	Post	Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	4,314,285	5,128,329	4,314,285	5,128,329
2.	From April 1, 2022	7,251,641	10,337,978	8,948,789	12,035,126
3.	From April 1, 2023	8,427,585	11,919,492	10,124,733	13,616,640
4.	From April 1, 2024	9,758,058	13,708,831	11,455,206	15,405,979

NB: The 3-year increases in basic salaries amount to an increase of 126% at the minimum level, and a 167% increase at the maximum level from the “Previous” salary above (i.e., the pre-April 1, 2022, salary).

Table A-5 Pay Band #12: GMG/SEG 6 (General Management Group/Senior Executive Series)

		1 Without Travelling Allowance		2 With Travelling Allowance	
	Post	Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	4,314,285	5,128,329	4,314,285	5,128,329
2.	From April 1, 2022	5,647,540	8,180,641	7,344,688	9,877,789
3.	From April 1, 2023	6,612,692	9,478,663	8,309,840	11,175,811
4.	From April 1, 2024	7,704,673	10,947,256	9,401,821	12,644,404

NB: The 3-year experiences in basic salary represent a 79% increase at the minimum level, and a 113% increase at the maximum level from the “Previous” salary above i.e., the salary prior to April 1, 2022.

Table A-6 Pay Band #11: GMG/SEG5 (General Management Group/Senior Executive Series)

		1 Without Travelling Allowance		2 With Travelling Allowance	
	Post	Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	3,706,560	4,405,935	3,706,560	4,405,935
2.	From April 1, 2022	4,330,979	6,410,013	6,028,127	8,107,161
3.	From April 1, 2023	5,123,125	7,475,361	6,820,273	9,172,509
4.	From April 1, 2024	6,019,364	8,680,703	7,716,512	10,377,851

NB: The basic salary increases at this band are 62% at the minimum level, and 97% at the maximum level i.e., from the salary “Previous” to April 1, 2022.

Table A-7 Pay Band #10: GMG/SEG4 (General Management Group/Senior Executive Series)

		1 Without Travelling Allowance		2 With Travelling Allowance	
	Post	Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	3,154,073	3,749,202	3,154,073	3,749,202
2.	From April 1, 2022	3,250,417	4,956,777	4,947,565	6,653,925
3.	From April 1, 2023	3,900,567	5,831,157	5,597,715	7,528,305
4.	From April 1, 2024	4,636,153	6,820,438	6,333,301	8,577,586

NB: 1. The travel allowance of \$1,697,148 is included in this pay band.

2. The above amounts to an increase in basic salary over the 3 years of 47% at the minimum, and 82% at the maximum level.

Table A-8 Pay Band #9: GMG/SEG3 (General Management Group/Senior Executive Series)

	Post	1 Without Travelling Allowance		2 With Travelling Allowance	
		Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	2,551,250	3,032,634	2,551,250	3,032,634
2.	From April 1, 2022	3,165,773	4,566,262	4,060,697	5,461,186
3.	From April 1, 2023	3,699,382	5,283,906	4,594,306	6,178,830
4.	From April 1, 2024	4,303,111	6,095,855	5,198,035	6,990,779

NB: 1. The travel allowance of \$894,924 is included in this pay band.

2. The above amounts to an increase in basic salary over the 3 years of 69% at the minimum level, and a 101% increase at the maximum level i.e., from the “Previous” salary prior to April 1, 2022.

Table A-9 Pay Band #8: GMG/SEG2 (General Management Group)

	Post	1 Without Travelling Allowance		2 With Travelling Allowance	
		Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	2,104,355	2,501,416	2,104,355	2,501,416
2.	From April 1, 2022	2,437,879	3,587,325	3,332,803	4,482,249
3.	From April 1, 2023	2,875,837	4,176,330	3,770,761	5,071,254
4.	From April 1, 2024	3,371,346	4,842,734	4,266,270	5,737,658

NB: The 3-year percentage increase in basic salary for this band amounts to a 60% increase at the minimum salary scale, and a 94% increase at the maximum i.e., from the salary of the “Previous” to April 1, 2022, to April 1, 2024, onward.

Table A-10 Pay Band #7: GMG/SEG1 (General Management Group)

	Post	1 Without Travelling Allowance (i.e., Basic Salary)		2 With Travelling Allowance	
		Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	1,640,253	1,949,746	1,640,253	1,949,746
2.	From April 1, 2022	1,840,463	2,783,867	2,735,387	3,678,791
3.	From April 1, 2023	2,199,915	3,267,290	3,094,839	4,162,214

4.	From April 1, 2024	2,606,602	3,814,239	3,501,526	4,709,163
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NB: 1. The travel allowance of \$894,924 is included in this pay band.

2. The 3-year increases in salaries for this band represent a 59% increase at the minimum level and a 96% increase at the maximum.

Table A-11 Pay Band #6: Administrative Management (GMG/AM4)

		1 Without Travelling Allowance		2 With Travelling Allowance	
	Post	Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	1,467,234	1,744,080		
2.	From April 1, 2022	2,190,302	2,945,712		
3.	From April 1, 2023	2,478,125	3,332,803		
4.	From April 1, 2024	2,803,771	3,770,761		

NB: 1. No travelling allowances are attached to this band as officially published.

2. The 3-year increases in salaries for this band are 91% at the minimum level, and 116% at the maximum.

Table A-12 Pay Band #5: Administrative Management (GMG/AM3)

		1 Without Travelling Allowance		2 With Travelling Allowance	
	Post	Minimum (J\$)	Maximum (J\$)	Minimum (J\$)	Maximum (J\$)
1.	Previous	1,229,060	1,460,966		
2.	From April 1, 2022	1,753,837	2,358,715		
3.	From April 1, 2023	1,984,305	2,668,670		
4.	From April 1, 2024	2,190,302	2,945,712		

NB: 1. No travelling allowances are attached to this band as officially published.

2. The 3-year salary increases represent a 78% increase at the minimum, and 102% at the maximum level.

Salary Increases in Pay Band #'s 16 to 5 (inclusive) for Public Servants in the Executive Management, General Management, and Administrative Management Groups.

(Percentage increases at Minimum & Maximum Levels/Scales.)

(Increases over the 3 years taken together from basic salaries i.e., without travelling allowances from: Salary before 1st April 2022; to: Salary from April 1, 2024.)

Pay Bands	Minimum (%)	Maximum (%)
16	156%↑	182%↑
15	106%↑	128%↑
14	New Position; No Previous Salary	
13	126%↑	167%↑
12	79%↑	113%↑
11	62%↑	97%↑
10	47%↑	82%↑
9	69%↑	101%↑
8	60%↑	94%↑
7	59%↑	96%↑
6	91%↑	116%↑
5	78%↑	102%↑

APPENDIX B: Alternative Methods of Calculating Percentage Salary Increases

Method of calculation used in this report of salary increases of Public Servants (both Civil Servants/Central Administration and Teachers versus the Method Used by the GOJ for these Calculations).

1. Percentage increases for each grade or band or job description (as the case may be) are calculated only for ‘basic salaries’, i.e., salary increases minus all allowances.
2. The basic salary increases are calculated for the three-year period starting April 1st, 2022, to March 31st, 2025, using as the baseline for calculating the increases, the basic salaries as they were ‘previous’ to the new salaries being implemented from April 1st, 2022. In other words, the salaries on March 31st, 2022, are used as the base, and the salary as stipulated from April 1st, 2024, is measured against that of March 31st, 2022 (the base).
3. All the tables have four rows labelled as follows:
 - a. Row #1: Contains the “Previous” salary before these salary adjustments/increases; at both the minimum and maximum levels as they were on March 31st, 2022, and before that date.
 - b. Row #2: Contains the salary increases from April 1st, 2022; both the minimum and the maximum.
 - c. Row #3: Contains the further, upward adjustment or increase in salary from April 1st, 2023.

- d. Row #4: Contains the further upward movement in salaries at both the minimum and maximum levels from April 1st, 2024.
4. The formula used, therefore for calculating the percentage increases for the 3 years (April 1, 2022, to March 31st, 2025) is as follows (all with allowances of all kinds removed):
- (Row #4 minus Row #1) divided by Row #1 x 100 = % increase for the 3-year period
(taken as one period, i.e., not broken down into yearly percentage increases).

The GOJ's (very different) method of Calculating the Salary Percentage Increases

The rationale for using changes (increases) in the **Basic Salaries** of the various categories of public servants in working out the percentage increases given to them by the GOJ, **rather than** including the travelling allowances of those who receive that as part of the percentage increase calculations of salaries are as follows:

Historically, travelling allowances were given not as a means of indirectly increasing a public servant salary, but as a means of his or her paying of the travelling expenses (gas, tires, spare parts, maintenance) incurred by those public servants whose jobs required a certain minimum amount of monthly travel in order to carry out the particular duties/ responsibilities of those so designated and provided with a travelling allowance. Unless travelling allowances today have simply become a perk for certain job levels or categories- and hence now taxed as part of the public servants' income- this is wrong, unfair, to those who genuinely have to travel on behalf of the government in order to properly execute the duties of their jobs.

It is because this matter, at best, is not clear cut or straight forward, the true percentage increases in salaries given from April 1, 2022, to April 1, 2024, are best calculated from the **Basic Salaries** (i.e., previous to the start of the increases, to the last one given **without** the travelling allowances being used as part of the calculation) of the various public workers. This is the reason for the substantial differences in the calculations of the percentage increases in salaries printed by the GOJ, and the calculations used in this report. For example, the GOJ's "Pay Band 13" has a 91% increase in salary at the bottom (minimum) of the scale, and a 125% increase at the maximum end of the scale. The calculations in this report, however, have 126% and 167% as the minimum and maximum percentages respectively.

APPENDIX C: Teachers (TABLES C-1 to C-20)

Summary of New Public Sector Salary Scales for Senior Teachers:

- Prior to April 1, 2022
- From April 1, 2022
- From April 1, 2023
- From April 1, 2024³⁷

Senior Teachers: Salaries Before and After April 1st, 2022, April 1st, 2023, and April 1st, 2024.

Table C-1 Principal Class A-Tertiary

Post	Minimum (J\$)	Maximum (J\$)
Previous	4,312,423	4,999,280
From April 1, 2022	9,636,868	12,336,006
From April 1, 2023	10,377,847	13,284,522
From April 1, 2024	11,175,811	14,305,983

NB: Allowances amount to J\$2,118,884 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-2 Principal Class B-Tertiary

Post	Minimum (J\$)	Maximum (J\$)
Previous	3,748,177	4,345,165
From April 1, 2022	9,636,868	12,336,006
From April 1, 2023	10,377,847	13,284,522
From April 1, 2024	11,175,811	14,305,983

NB: Allowances amount to J\$1,842,393 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

³⁷ Source: Government of Jamaica, Ministry of Finance and the Public Service, May 2023.

Table C-3 Principal Class C-Tertiary

Post	Minimum (J\$)	Maximum (J\$)
Previous	3,574,846	4,144,228
From April 1, 2022	9,636,868	12,336,006
From April 1, 2023	10,377,847	13,284,522
From April 1, 2024	11,175,811	14,305,983

NB: Allowances amount to J\$1,749,257 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-4 Vice Principal, Tertiary

Post	Minimum (J\$)	Maximum (J\$)
Previous	3,408,893	3,951,841
From April 1, 2022	7,909,425	10,124,733
From April 1, 2023	8,517,586	10,903,230
From April 1, 2024	9,172,508	11,741,586

NB: Allowances amount to J\$1,811,430 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-5 Principal Lecturer/Head of Department-II

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,796,705	3,242,148
From April 1, 2022	6,491,634	8,309,840
From April 1, 2023	6,990,779	8,948,789
From April 1, 2024	7,344,686	9,401,821

NB: Allowances amount to J\$586,354 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-6 Principal Lecturer/Head of Department-I

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,575,433	2,985,632
From April 1, 2022	5,327,986	6,820,273
From April 1, 2023	5,597,715	7,165,549
From April 1, 2024	6,028,127	7,716,512

NB: Allowances amount to J\$475,977 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-7 Senior Lecturer

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,468,484	2,861,649
From April 1, 2022	4,266,270	5,461,186
From April 1, 2023	4,594,306	5,881,100
From April 1, 2024	4,826,892	6,178,830

NB: Allowances amount to J\$424,713 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-8 Lecturer

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,265,653	2,626,512
From April 1, 2022	3,501,526	4,482,249
From April 1, 2023	4,000,000	5,120,338
From April 1, 2024	4,200,000	5,376,355

NB: Allowances amount to J\$310,535 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-9 Assistant Lecturer

Post	Minimum (J\$)	Maximum (J\$)
Previous	1,491,199	1,728,709
From April 1, 2022	2,873,866	3,678,791
From April 1, 2023	3,019,355	3,865,030
From April 1, 2024	3,251,515	4,162,214

NB: Allowances amount to J\$557,520 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-10 Principal – Secondary: IV

Post	Minimum	Maximum
Previous	2,952,054	3,422,240
From April 1, 2022	7,909,425	10,124,733
From April 1, 2023	8,517,586	10,903,230
From April 1, 2024	9,172,508	11,741,586

NB: Allowances amount to J\$2,088,959 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-11 Principal – Secondary: III

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,791,799	3,236,460
From April 1, 2022	6,491,634	8,309,840
From April 1, 2023	6,990,779	8,948,789
From April 1, 2024	7,344,688	9,401,821

NB: Allowances amount to J\$1,947,060 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-12 Principal – Secondary: II

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,571,658	2,981,254
From April 1, 2022	6,491,634	8,309,840
From April 1, 2023	6,990,779	8,948,789
From April 1, 2024	7,344,688	9,401,821

NB: Allowances amount to J\$1,782,091 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-13 Principal – Secondary: I

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,231,727	2,587,182
From April 1, 2022	5,327,986	6,820,273
From April 1, 2023	5,597,715	7,165,549
From April 1, 2024	6,028,127	7,716,512

NB: Allowances amount to J\$1,524,276 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-14 Vice Principal – Secondary

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,094,136	2,427,678
From April 1, 2022	4,266,270	5,461,186
From April 1, 2023	4,594,306	5,881,100
From April 1, 2024	4,826,892	6,178,830

NB: Allowances amount to J\$1,590,571 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-15 Principal – Primary: V

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,427,590	2,814,241
From April 1, 2022	6,491,634	8,309,840
From April 1, 2023	6,990,779	8,948,789
From April 1, 2024	7,344,688	9,401,821

NB: Allowances amount to J\$1,686,514 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-16 Principal – Primary: IV

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,199,350	2,549,649
From April 1, 2022	5,327,986	6,820,273
From April 1, 2023	5,597,715	7,165,549
From April 1, 2024	6,028,127	7,716,512

NB: Allowances amount to J\$1,509,612 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-17 Principal – Primary: III

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,102,228	2,437,059
From April 1, 2022	5,327,986	6,820,273
From April 1, 2023	5,597,715	7,165,549
From April 1, 2024	6,028,127	7,716,512

NB: Allowances amount to J\$1,444,401 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-18 Principal – Primary: II

Post	Minimum (J\$)	Maximum (J\$)
Previous	2,008,216	2,328,097
From April 1, 2022	5,327,986	6,820,273
From April 1, 2023	5,597,715	7,165,549
From April 1, 2024	6,028,127	7,716,512

NB: Allowances amount to J\$1,373,180 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-19 Principal – Primary: I

Post	Minimum (J\$)	Maximum (J\$)
Previous	1,729,920	2,005,453
From April 1, 2022	5,327,986	6,820,273
From April 1, 2023	5,597,715	7,165,549
From April 1, 2024	6,028,127	7,716,514

NB: Allowances amount to J\$1,331,437 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

Table C-20 Vice Principal – Primary

Post	Minimum (J\$)	Maximum (J\$)
Previous	1,610,091	1,866,537
From April 1, 2022	3,501,526	4,482,249
From April 1, 2023	4,000,000	5,120,338
From April 1, 2024	4,200,000	5,376,355

NB: Allowances amount to J\$1,313,521 and whereas they were treated separately before April 1, 2022, they have since this date (April 1, 2022) been added to salaries. This is true for all posts.

APPENDIX D: Table D-1 to D2

HIGHER EDUCATION (HE) SINGLE PAY SPINE, UNITED KINGDOM: 2019/20; 2020/21; 2021/22; AND 2022/23

The nationally agreed single payer spine covers the majority of the higher education institutions within the UK. Please note, UCU remains in dispute over the 2022 to 2023 national negotiations.

The scales below which reflect the employers' offer are provided for information.

Table D1: Framework Agreement Single Pay Spine 2019-22 Agreements; 2022-23 (in dispute)
(Salaries from August in each year)³⁸

Academic Grade	Spine Point	Salary from August 2019-20 (\$)		Salary from August 2020-21 (\$)		Salary from August 2021-22 (\$)		Salary from August 2022-23 (\$)	
		£	USD	£	USD	£	USD	£	USD
Academic 1, Grade 6	23	27,551	33,612	27,511	33,612	27,924	27,923	28,762	35,090
	24	28,331	34,564	28,331	34,564	28,756	35,082	29,619	36,135
	25	29,176	35,595	29,176	35,595	29,614	36,129	30,502	36,765
	26	30,046	36,656	30,046	36,656	30,497	37,206	31,411	38,321
	27	30,942	37,749	30,942	37,749	31,406	38,315	32,348	39,465
	28	31,865	38,875	31,865	38,875	32,344	39,460	33,314	40,643
	29	32,816	40,036	32,816	40,036	33,309	40,637	34,308	41,856
Academic 2, Grade 7	30	33,797	41,232	33,797	41,232	34,304	41,851	35,333	43,106
	31	34,804	42,461	34,804	42,461	35,326	43,098	36,386	44,391
	32	35,845	43,731	35,845	43,731	36,382	44,386	37,474	45,718
	33	36,914	45,035	36,914	45,035	37,467	45,710	38,592	47,082
	34	38,017	46,381	38,017	46,381	38,587	47,076	39,745	48,489
	35	39,152	47,765	39,152	47,765	39,739	48,482	40,931	49,936
	36	40,322	49,193	40,322	49,193	40,927	49,931	42,155	51,429
Academic 3, Grade 8	37	41,526	50,662	41,526	50,662	42,149	51,432	43,414	52,965
	38	42,793	52,207	42,793	52,207	43,434	52,989	44,737	54,579
	39	44,046	53,736	44,046	53,736	44,706	54,541	46,047	56,177
	40	45,361	55,340	45,361	55,340	46,042	56,171	47,423	57,856
	41	46,718	56,996	46,718	56,996	47,419	57,851	48,841	59,586
	42	48,114	58,699	48,114	58,699	48,835	59,579	50,300	61,366

³⁸ Entry list for Academic and Academic-related staff.

	43	49,553	60,465	49,553	60,465	50,296	61,361	51,805	63,202
Academic 4, Grade 9	44	51,034	62,261	51,034	62,261	51,799	63,195	53,353	65,091
	45	52,559	64,122	52,559	64,122	53,348	65,085	54,949	67,038
	46	54,131	66,040	54,131	66,040	54,943	67,030	56,592	69,042
	47	55,751	68,016	55,751	68,016	56,587	69,036	58,284	71,106
	48	57,418	70,050	57,418	70,050	58,279	71,100	60,027	73,233
	49	59,135	72,145	59,135	72,145	60,022	73,227	61,823	75,424
Academic 5, Grade 10	50	60,905	74,304	60,905	74,304	61,818	75,418	63,673	77,681
	51	62,727	76,527	62,727	76,527	63,668	77,699	65,578	80,005

Table D2: Academic Posts and Entry Points on Spine (as outlined in Table D1)

In terms of spine points/ salaries correspond to different roles, this varies from institution to institution, but these are typical examples below:

Grade	Typical entry point on Spine	Job Examples
Academic 1/ Grade 6	23	Teaching Assistant, GTA, entry level for academic related staff example, Assistant Librarian
Academic 2/ Grade 7	30	Lecturer entry grade, Research Assistant, Teaching Fellow, hourly paid lecturer, Marketing Manager
Academic 3/ Grade 8	37	Lecturer (pre 92 university), Senior Lecturer (post 92 university), Research Fellow, Teaching Fellow, Senior IT Officer.
Academic 4/ Grade 9	44	Senior lecturer (pre 92), Principal Lecturer (post 92), Senior Research Fellow, Reader, Head of Student Services

Academic 5/ Grade 10	50	Professor, Head of Department (post 92)
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Source: University and College Union (UCU), London, UK.

APPENDIX E: Letter from Permanent Secretary, Public Service Ministry, of 29th February, 1991, on Equal Pay between Mona and Cave Hill Campuses of UWI.

