



Jamaica Civil Service Association

ANNUAL REPORT

2025-2026



107TH

Annual General Meeting

Strengthening Public Services • Empowering People
Advancing Jamaica



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Jamaica Civil Service Association

Annual Report

2025 - 2026

Presented
to the

107th

Annual General Meeting

May 28-29, 2026

Theme:

Strengthening Public Services

Empowering People

Advancing Jamaica



Mission Statement

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

Vision Statement

The Jamaica Civil Service Association offers excellent advocacy service and support to its members who are from all areas of the Public service of Jamaica.

Motto

Duro de cortis fructus quam dulces
“How sweet the fruit the hard rind yields.”



Jamaica Civil Service Association

hereby gives notice of its
107TH ANNUAL GENERAL MEETING
May 28-29, 2026

NOTICE OF ANNUAL GENERAL MEETING

Opening Ceremony

The Opening Ceremony of the Jamaica Civil Service Association's 107th Annual General Meeting will be held on Thursday May 28, 2026 in the O'Neil W. Grant Auditorium, 31 Molynes Road, Kingston 10 at 3:00 p.m.

Business Session

The meeting will continue on Friday May 29, 2026, with the Business Session in the O'Neil W. Grant Auditorium, 31 Molynes Road, Kingston 10, commencing at 10:00 a.m.

- To discuss the ordinary business of the Association.
- To present the Annual Report and Financials for the period 2025/2026.
- To move any motions and resolutions.
- To discuss any other business of the Association.

An electronic copy of the 2026 Annual Report for the Jamaica Civil Service Association, including the Notice of the 2025 AGM and Financial Statements for the year ending November 30, 2025, will be made available.

For further information on registration and attendance, please contact our Secretariat at 876-968-7087.

Signed: **Tifonie Powell-Williams (Mrs.), JP, MBA**
GENERAL SECRETARY

March 13, 2026



Jamaica Civil Service Association

Notice of Election of Officers

Notice is hereby given that **Nomination Day** for the positions of **1st Vice President, 3rd Vice President and Honorary Treasurer** shall be on **Wednesday, April 20, 2026** between the hours of **10:00 in the forenoon and 2:00 in the afternoon**, at the Electoral Office at the locations listed hereunder. Nomination Forms may be collected at said offices.

No.	Parish	Nomination Centre	Presiding Officer
1	St. Thomas	St. Thomas Eastern Electoral Office, 49 Queen Street, Morant Bay	Nickiesha Francis
2	Portland	Portland Eastern Electoral Office, 6 Allan Ave, Port Antonio	Concheta Tracey-Williamson
3	St. Mary	NIS Office, 51 Stennett Street, Port Maria	Antonio Wright
4	St. Ann	EOJ Regional Office 2, 1 Wharf Street, St. Ann's Bay	Keisha James
5	St. Ann Brown's Town	St. Ann North Western Electoral Office, 10 St. Hilda's Drive, Brown's Town	Marian Hemmings
6	Trelawny	Trelawny Northern Electoral Office, 56 Market Street, Falmouth.	Latoya Franklyn
7	St. James	St. James Central Electoral Office, 13-14 St. Clavers Plaza, Montego Bay	Una Williams
8	Hanover	Hanover Western Electoral Office, Room # 4, Uptown Shopping Centre, Moseley Drive, Lucea	Okeamo Whyte
9	Westmoreland	Shop 5, D & S Commercial Plaza, Petersfield, Westmoreland	Mrs. Sanya Lewis- Williams
10	St. Elizabeth Santa Cruz	St Elizabeth North Eastern Electoral Office, Shop #3 Oasis Plaza, Santa Cruz	Nicolette Davis
11	St. Elizabeth Black River	St. Elizabeth South Western Electoral Office, Shop 10 Chambers Plaza, Brigade Street, Black River	John Daley
12	Manchester Mandeville	EOJ Regional Office 10 Leaders Plaza, Nashville Mandeville (Beside NWC)	Zodian Martin
13	Manchester Christiana	Manchester North Eastern Electoral Office, #18 & 26 Apple Tree Plaza, Main Street Christiana	Heather Cole
14	Clarendon	Clarendon Central Electoral Office, Shop 2 & 3, 16a Manchester Ave, May Pen	Monique Johnson
15	St. Catherine North West	St. Catherine North Western, 14 Fletchers Avenue, Linstead	Patrice Ford-Rowe
16	St. Catherine Spanish Town	St. Catherine Central Electoral Office, 74 Brunswick Ave, Spanish Town	Sophia Archer
17	St. Catherine Portmore	St. Catherine Southern Electoral Office, Shop 21 Portmore Pine Plaza, Portmore	Elizabeth Spence
18	St. Catherine Twickenham Park	St. Catherine Eastern Electoral Office, 3-4 Spanish Village Plaza,	Serena Hartley-James
19	Kingston & St. Andrew	Electoral Office of Jamaica, 46 Duke Street	Daynia Harper

Signed: Andrew Smith (Mr.)
Honorary Election Officer
Electoral Office, 30 Duke Street



Jamaica Civil Service Association Notice of Grant of Poll

Notice is hereby given to members of the Jamaica Civil Service Association that a poll has been granted for election of officers to the positions of **1st Vice President and Honorary Treasurer**. The poll will be taken on the **15th day of May, 2026** in the rural parishes and on the **29th day of May, 2026** at **JACISERA Park and other voting locations below**. The poll will be taken between the hours of 8:00 a.m. – 4:00 p.m. at the under mentioned locations.

No.	Parish	Voting Location
Rural Voting - May 15th, 2026		
1	St. Thomas	St. Thomas Eastern Electoral Office, 49 Queen Street, Morant Bay
2	Portland	Portland Eastern Electoral Office, 6 Allan Ave, Port Antonio
3	St. Mary	NIS Office, 51 Stennett Street, Port Maria
4	St. Ann	EOJ Regional Office 2, 1 Wharf Street, St. Ann's Bay
5	St. Ann	St. Ann North Western Electoral Office, 10 St. Hilda's Drive, Brown's Town
6	Trelawny	Trelawny Northern Electoral Office, 56 Market Street, Falmouth.
7	St. James	St. James Central Electoral Office, 13-14 St. Clavers Plaza, Montego Bay
8	St. James	EOJ Regional Office 3, Shop #26 & 27 Iconic Plaza, Catherine Hall, St. James
9	Hanover	Hanover Western Electoral Office, Room # 4, Uptown Shopping Centre, Moseley Drive, Lucea
10	Westmoreland	Shop 5, D & S Commercial Plaza, Petersfield, Westmoreland
11	St. Elizabeth	St Elizabeth North Eastern Electoral Office, Shop #3 Oasis Plaza, Santa Cruz
12	St. Elizabeth	St. Elizabeth South Western Electoral Office, Shop 10 Chambers Plaza, Brigade Street, Black River
13	Manchester	EOJ Regional Office, 10 Leaders Plaza, Nashville Mandeville (Beside NWC)
14	Manchester	Manchester North Eastern Electoral Office, #18 & 26 Apple Tree Plaza, Main St, Christiana
15	Clarendon	EOJ Regional Office 5 Unit #1 8 Fearons Place Manchester Ave, May Pen
16	St. Catherine	St. Catherine North Western Electoral Office, 14 Fletchers Avenue, Linstead
17	St. Catherine	St. Catherine Southern Electoral Office, Shop 21 Portmore Pine Plaza, Portmore
18	St. Catherine	St. Catherine Central Electoral Office, 74 Brunswick Ave, Spanish Town
19	St. Catherine	St. Catherine Eastern Electoral Office, 3-4 Spanish Village Plaza, Twickenham Park
Corporate Area Voting - May 29th, 2026		
20	Kingston & St. Andrew	Electoral Office of Jamaica, 30 Duke Street, Kingston
21		Jamaica Civil Service Association, 10 Caledonia Avenue, Kingston 5
22		JACISERA Sports Complex, 31 Molyneux Road, Kingston 10
23		EOJ, 16 Red Hills Road, Kingston 10
24		St. Andrew Eastern Electoral Office, Shop #9 Skyline Plaza, Papine, Kingston 6

The names of the candidates as they will appear on the ballots are:

1st Vice President

1. Clarence Frater
2. Peta-Gay Hodges

Honorary Treasurer

1. Melaini Mullings Arnold
2. Rhonda Pryce

Note: Mr. Alrington Roberts will assume the position of Third Vice President. This is as a result of no other nominated candidate accepting nomination to contest for the position.

Signed: Andrew Smith (Mr.)
Honorary Election Officer
Electoral Office, 30 Duke Street

Special Moments

“I am happy I have a home to share with my family because during the holidays my grandchildren, nieces and other family members all come to my house and we celebrate special moments and have a real good time together.”

PETULA JARRETT

Beneficiary, Perth Estate,
Manchester (2010)

Seated (centre) Petula Jarrett
with grandchildren from left
Jessan and Syrie-Jae Brown.
Standing at back is
Petula's son
Marcell Brown



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AGENDA

Opening Session: Thursday, May 28, 2026

Master of Ceremonies	Ms. Fae Ellington, CD, OD
Invocation	Rev. Leslie Campbell, JP Superintendent 'A', Training and Recruitment Centre Department of Correctional Services
Call to Order	Sis. Techa Clarke-Griffiths, OD President, Jamaica Civil Service Association
Reading of Convening Notice	Sis. Tifonie Powell-Williams, JP General Secretary, Jamaica Civil Service Association
Welcoming Remarks	Sis. Techa Clarke-Griffiths, OD President, Jamaica Civil Service Association
Greetings	Hon. Audrey Sewell, OJ, CD, JP Cabinet Secretary Bro. St. Patrice Ennis President, Jamaica Confederation of Trade Unions Hon. Mark J. Golding, MP Leader of the Opposition
Declaration of Opening	Hon. Zavia Mayne, MP Minister of State in Finance and the Public Service
Entertainment	JCSA Centenary Choir Seasonz Band
Oath of Office	Members of General Council
Launch of the JCSA/Oasis Ambulance Service	
President's Address	Sis. Techa Clarke-Griffiths, OD President, Jamaica Civil Service Association

Introduction of Keynote Speaker

Ms. Rhonda Pryce
Executive Member/Departmental Representative-TAJ

Keynote Address

Professor Emeritus
the Honourable Errol Miller, OJ, CD, Ph.D

Gift Presentation to Keynote Speaker

Sis. Techa Clarke-Griffiths, OD
President, Jamaica Civil Service Association

Recognition & Award Segment

Presentation of Long Service Awards – General Council /Staff
Presentation of Certificates

Vote of Thanks

Mrs. Steffani King-Halstead
Executive Member/Departmental Representative – MNSP

National Anthem

Entertainment

Seasonz Band

Business Session:

Friday May 29, 2026, at 10:00 A.M.

Resumption

Prayer

Plenary Sessions

Lunch

Confirmation of Minutes (106th AGM)

Matter Arising

Presentation of Annual Report

Financial Statement

Motions/Resolutions

Awards of Honoraria

New and other Business

Appointment of Auditors

Declaration of Officers

Termination

**MESSAGE:**

**His Excellency The Most Honourable
Sir Patrick Allen, ON, GCMG, CD, KST.J
Governor-General**

Greetings to the Executive, members, and stakeholders of the Jamaica Civil Service Association (JCSA).

The Association continues to serve as an important pillar of institutional stability and professional advocacy, consistently upholding the standards that define Jamaica's public administration. The 107th Annual General Meeting marks a significant point for reflection, assessment, and strategic planning within the organisation.

This forum provides a valuable opportunity to review the progress of the past year, examine existing frameworks, and align priorities to meet the evolving demands of public service. Such engagement reinforces the principles of accountability, professionalism and integrity that are essential to an effective Civil Service.

I am confident that your deliberations will produce practical and forward-looking outcomes aimed at improving the welfare of civil servants and enhancing the efficiency of service delivery. Strengthening the capacity of the public workforce remains critical to navigating the complexities of modern governance.

The theme, "Strengthening Public Services, Empowering People, Advancing Jamaica", is both relevant and purposeful. It underscores the Association's commitment to national development and its role in fostering a responsive and people-centred public service.

I extend best wishes to the Executive and the wider membership, for a productive and insightful Annual General Meeting. May your discussions yield meaningful resolutions that contribute to continued institutional strengthening and national progress.

**MESSAGE:**

**Dr. The Most Honourable
Andrew Holness, ON, PC, MP
Prime Minister**

Civil servants are the backbone of a functioning, progressive public service. They are the stewards of policy, the guardians of public trust, and the frontline agents of service delivery to citizens across every community in Jamaica. Indeed, the commitment and professionalism of civil servants form the foundation on which effective governance, development, productivity and prosperity are built.

Congratulations to the Jamaica Civil Service Association (JCSA) on the occasion of its 106th Annual General Meeting. This gathering stands as a proud celebration of over a century of dedicated service, unyielding advocacy and a steadfast commitment to the advancement of Jamaica's public sector and national development.

The theme of this year's AGM, "106 Years of Breaking Barriers, Building Bridges, Driving Transformative Changes for Quality Public Services", aptly captures the spirit and journey of the JCSA. Over the past century, the Association has consistently broken new ground, fostering unity across the public service and championing transformative reforms that have enhanced efficiency, equity, and quality of public service delivery. Indeed, the government is committed to further transforming the public service to deliver more to the public.

The JCSA continues to play a pivotal role in shaping a modern, resilient, and inclusive Jamaica. Its advocacy

has contributed to improved relations with stakeholders, working conditions, opportunities for professional growth and a culture of integrity within the civil service. These efforts have helped lay the foundation for a public sector that is efficient and accountable, and deeply responsive to the needs of all Jamaicans.

As we navigate an increasingly complex and competitive global environment, the path forward must include a renewed focus on productivity, innovation and transformation. The government remains committed to enhancing the conditions in which public servants operate, through legislative reform, capacity-building, and investments in institutional modernisation. However, it is the dedication and leadership of public sector professionals, supported by the JCSA, that will drive the transformative change we seek, to productivity and prosperity.

Let us use this moment to recommit to the mission of quality public service. Together, through unity of purpose and strength of vision, we will continue to build a future where every Jamaican has the opportunity to thrive.

Congratulations once again to the JCSA on this momentous occasion. May your continued efforts be rewarded with enduring success in the years to come.

**MESSAGE:****The Honourable
Mark Golding, MP
Leader of the Opposition**

It is with great pleasure that I extend warm greetings to the organisers, members and stakeholders gathered for the 107th Annual General Meeting of the Jamaica Civil Service Association.

This AGM, convened under the theme “Strengthening Public Services, Empowering People, Advancing Jamaica” is both timely and instructive, as it underscores the critical role that effective, responsive and people-centred public services play in national development. A strong and well-functioning public service is the backbone of any modern society, ensuring that citizens have access to the essential services, opportunities and protections necessary to lead productive and dignified lives.

The advancement of Jamaica is inextricably linked to our ability to modernise and strengthen our public institutions, while fostering a culture of accountability, transparency, and service excellence. Equally important is the empowerment of our people - ensuring that every Jamaican is equipped with the tools, opportunities, and support needed to participate meaningfully in national development and to realise their full potential.

This Annual General Meeting provides an important platform for reflection, dialogue and strategic planning. It offers an opportunity to assess progress, confront challenges and chart a clear and forward-thinking path for the continued improvement of public service delivery across our country.

I commend the organisers for their commitment to advancing this vital agenda and for creating a space that encourages collaboration, innovation and shared responsibility in the pursuit of national progress.

As you deliberate, I encourage you to remain steadfast in your commitment to strengthening our institutions, empowering our citizens and building a more inclusive, equitable and productive Jamaica for all.

On behalf of the Opposition, I extend best wishes for a successful Annual General Meeting.

**MESSAGE:**

Audrey V. Sewell
Cabinet Secretary

The theme “Strengthening Public Services, Empowering People, Advancing Jamaica” under which the 107th Annual General Meeting of the Jamaica Civil Service, is being commemorated, is both timely and profound. It embodies the essence of our resilient, compassionate and unyielding spirit that was brought to bear following the devastating Category 5 Hurricane Melissa, an unprecedented disaster that left communities shattered, livelihoods disrupted and many of our fellow Jamaicans grappling with profound loss.

I take the opportunity to acknowledge the pain and the ongoing struggle of those rebuilding their lives and livelihood. I empathise deeply with every affected family and I pray for the strength and peace of the Lord for you always.

While we earnestly pray to be spared from such devastation in the future, these unwelcome moments offer an opportunity: to examine, to improve and to rebuild stronger, paving the way for more sustainable and inclusive development, strengthening public services and empowering citizens, ultimately pushing Jamaica beyond its previous capacity prior to such events.

It is through adversities such as the COVID-19 pandemic, Hurricane Beryl and Hurricane Melissa, that the need for a transformative and resilient public sector has become undeniably clear. These events tested not only our physical infrastructure but also our institutions, underscoring the need for fortified systems that can respond swiftly, distribute aid equitably and sustain lives and livelihoods.

It is against this background that we look toward the establishment of the National Reconstruction and Resilience Authority (NaRRA), a forward-looking institution designed to bring coherence, improved coordination, and strategic oversight to recovery efforts and ensure that Jamaica is better prepared and more resilient to withstand future shocks, while advancing national development.

Empowerment, particularly in the aftermath of a disaster, is not abstract; it is tangible. It is the outstretched hand, the shared resource, the system that works when it matters most. It is ensuring that support reaches not just a few, but to everyone, especially the most vulnerable. It is restoring dignity, renewing hope and reinforcing the belief that the country’s leaders stand with its people in every circumstance.

The journey towards public sector transformation has been deliberate, structured and ongoing for several years, with significant achievements in human resource reform, advancement in information communication technology, rationalisation and shared services under Phase One of the Public Sector Transformation Programme.

Today, approximately 70 Ministries, Departments and Agencies utilise the MyHR+ system; over 700 entities, including schools, are connected through GovNet; 41 public bodies have been rationalised; 5 shared service lines have been successfully piloted; and 163 change managers have been trained across the public sector.

The Government's recent US\$70-million partnership with the Inter-American Development Bank (IDB), will further strengthen this trajectory - providing financial support to advance Phase Two of the Public Sector Transformation Programme, building on earlier achievements, empowering public officers so they can harness implemented systems, ensuring that these systems are not only functional but visible, impactful and beneficial to the citizens we serve.

The introduction of staggered working hours reflects a modern, people-centered approach to service delivery. It aligns seamlessly with the theme, enhancing efficiency while empowering public servants. No longer must public servants sacrifice productivity to access essential services. With greater flexibility, improved performance, better service delivery and a more balanced workforce are expected. This is only the beginning - just the first phase of a broader transformation, positioning Jamaica for global competitiveness.

The establishment of a dedicated portfolio for innovation and digital transformation within the Office of the Prime Minister reflects a strategic and deliberate approach to enhancing efficiency and ensuring transactions are secure, compliant, user-friendly and are aligned with the Data Protection Act.

Already, we are seeing tangible results. The Tax Administration Jamaica's digitisation of motor vehicle registration represents a leap in public service delivery, enabling citizens to generate and access their registration certificates entirely online, eliminating the need for physical visits and paperwork. This transformation enhances efficiency, convenience, and accessibility.

Availability, accessibility and inclusivity are key cornerstones as we work to strengthen public service delivery and advance as a country. This commitment is demonstrated through the \$1-billion Solidarity Programme, which has benefited thousands of our most vulnerable, who are not currently benefiting from other social support programmes, particularly in the wake of Hurricane Melissa.

Strengthening public services, empowering people and advancing Jamaica are deeply interconnected goals that are mutually reinforcing. Empowered individuals are the ones who innovate, serve with excellence and reinforce the systems we depend on. Recognising this, the Ministry of Finance and the Public Service, through the RUN Programme: Reskilling, Upskilling, and New-Skilling, aims to empower public servants by offering a virtual platform for continuous learning and ensuring that our public officers not only adapt to change but also lead it.

The theme "Strengthening Public Services, Empowering People, Advancing Jamaica" perfectly aligns with our National Pledge:

"I pledge the love and loyalty of my heart ... in the service of my fellow citizens ... so that Jamaica may, under God, increase in beauty, fellowship and prosperity, and play her part in advancing the welfare of the whole human race."

In closing, I encourage us to move forward together. Let us create strong systems that endure beyond us, serving present and future generations. Let us empower people to realise their fullest potential and let us, collectively, advance Jamaica to heights yet unseen, becoming the place of choice to live, work, raise families, and do business.

**MESSAGE:**

Techa Clarke-Griffiths, OD, MBA
President, Jamaica Civil Service Association

It is with profound gratitude and a deep sense of duty that I present this message for the 107th Annual General Meeting of the Jamaica Civil Service Association.

Under the theme, Strengthening Public Services, Empowering People, Advancing Jamaica, we are reminded that the public service is not only an administrative structure, but a living system sustained by the commitment, professionalism and resilience of thousands of workers across Jamaica. This theme calls us to reflect on progress made, confront persistent challenges and renew our collective determination to build a fair, modern and people-centred public sector.

A strong public service remains the foundation of national stability and development. Over the reporting period, the Association has continued to advocate for systems that are efficient, transparent, adequately resourced and responsive to the needs of citizens. However, we must also acknowledge that many public institutions continue to operate under significant strain, shaped by resource constraints, workforce shortages, administrative inefficiencies and increasing national and global demands. Strengthening public services therefore requires deliberate and sustained investment in both systems and people. It requires modernisation of processes, improved industrial relations, timely consultation on reforms and consistent respect for the professional expertise of public servants. It also requires that restructuring and policy changes be approached with meaningful engagement, fairness and sensitivity to the lived realities of workers.

At the heart of every public institution is its people. No reform, policy or technological advancement can succeed without a motivated, supported and empowered workforce. Empowerment must therefore be practical and measurable. It means fair and timely compensation, transparent and rational job classification systems that reflect actual duties and access to training, career development and advancement opportunities. It also means fostering a culture in which public servants are treated with dignity, respect and fairness in every interaction with management and the state. The Association continues to engage consistently on matters affecting conditions of service, guided by the principle that when workers are secure, valued and respected, productivity improves and public service delivery is significantly strengthened.

A central pillar of our advocacy continues to be mental health and psychosocial wellbeing in the workplace. The modern public service environment places considerable demands on workers, including high workloads, emotional labour, administrative pressures and public accountability. These realities have made mental wellbeing an urgent industrial relations priority rather than a peripheral concern. The JCSA continues to advocate for the formal establishment of a designated Mental Health Day for public sector workers as part of a broader commitment to normalising rest, recovery and psychological wellbeing. This initiative reflects a deeper understanding that sustainable productivity cannot be achieved without attention to mental health. Beyond symbolic recognition, we continue to press for

structured support systems across the public service, including access to counselling, employee assistance programmes, stigma reduction initiatives and the integration of psychosocial support into occupational health frameworks. Mental health must be recognised as an institutional responsibility, not an individual burden.

The Association remains equally committed to strengthening Occupational Safety and Health standards across all public sector workplaces. Safe working environments are a fundamental right and an essential requirement for effective service delivery. We continue to advocate for stronger enforcement of OSH policies, improved compliance monitoring and greater accountability at all levels of administration. This includes addressing both physical and psychosocial risks, such as unsafe infrastructure, inadequate equipment and workplace stressors that impact employee wellbeing. A modern public service must move beyond reactive approaches and instead embed prevention, safety and wellbeing into its organisational culture and operational systems.

The JCSA also reiterates its strong support for the ratification and implementation of International Labour Organization Convention 190 (ILO C-190), which addresses violence and harassment in the world of work. This Convention provides a critical global framework for ensuring that all workers are protected from abuse, intimidation, bullying and harassment. Its full implementation is essential to building a public service grounded in dignity, respect and accountability. We continue to advocate for robust policies, effective reporting mechanisms, leadership accountability and a workplace culture that does not tolerate violence in any form and actively works to prevent it.

We are also increasingly mindful of the growing impact of the climate crisis on public administration and service delivery. More frequent and severe weather

events continue to disrupt operations, damage infrastructure and place additional strain on public servants who are expected to maintain essential services under difficult and often hazardous conditions. The Association therefore continues to advocate for comprehensive climate resilience planning within the public sector. This includes disaster preparedness, continuity of operations frameworks, investment in resilient infrastructure and policies that prioritise the safety and protection of workers during climate-related emergencies. Public servants are often at the forefront of national response efforts and it is therefore imperative that they are adequately supported, equipped and protected.

The JCSA remains committed to constructive engagement with government, ministries, departments and agencies. Effective industrial relations depend on trust, timely consultation and genuine dialogue. We continue to encourage a culture in which workers' representatives are engaged early in decision-making processes, particularly where policies and reforms will directly impact conditions of service. Respectful and meaningful engagement strengthens not only labour relations but the overall efficiency and credibility of the public administration system.

As we convene this 107th Annual General Meeting, we do so with clarity of purpose and renewed determination. The challenges before us are significant but so too is our collective capacity to address them through unity, advocacy and sustained engagement. The Jamaica Civil Service Association will continue to stand firmly in defence of public servants while promoting reforms that strengthen institutions and improve service delivery for all citizens of Jamaica.

Let us move forward with resolve to strengthen public services, empower people and advance Jamaica.

**MESSAGE:**

**June Spencer Jarrett, OD, BH (L), JP
President, Jamaica Government
Pensioners' Association (JGPA)**

It gives me great pleasure to extend sincere greetings and congratulations once again, on behalf of the Jamaica Government Pensioners' Association to you, the Jamaica Civil Service Association, on the occasion of your 107th Annual General Meeting.

Your theme "Strengthening Public Services, Empowering People, Advancing Jamaica", is most appropriate and is in keeping with the dictates and demands of our modern society. It reaffirms your quest to foster an environment that will impact the standards of the Public Services. We, therefore, encourage you to continue in your efforts to uphold professionalism, as you seek to strengthen, empower and support the workers of Jamaica. Your advocacy has, beyond a doubt, been effective and is critical to the improvement and advancement of this nation and by extension, the nations of the world. We urge you to continue to be the shining beacon, beaming all across the world, inspiring workers to embrace the opportunities available to them towards growth and prosperity.

We reiterate our commitment to work hand in hand with you, as we strive to improve the quality of life and general welfare of Government Pensioners. We invite your members to become members of the Jamaica Government Pensioners' Association (JGPA) at the appropriate time.

Best wishes to you all for a very productive and successful 107th Annual General Meeting and year as well!



SOLIDARITY MESSAGE:

Sandra Massiah
Sub-regional Secretary,
Public Services International

Dear Sisters and Brothers of the Jamaica Civil Service Association, I extend to you best wishes on behalf of Daniel Bertossa, general secretary of Public Services International, and also on behalf of Britta Lejong, PSI's president. You are a valuable member of the 30 million-strong PSI global family.

"Jamaica, the place of choice to live, work, raise families and do business." This is your vision, your national development plan. It sums up the hopes and dreams of all Jamaicans. Quality public services are critical in achieving **inclusive equality** between groups, and they are decisive in **tackling the ongoing climate and broader ecological crisis** while respecting people's dignity. Your recent experiences highlight a dire need to focus on fundamental human rights while pursuing technological and logistics initiatives. The State has an important redistributive function. The services that public workers provide are the means, the mechanism if you will, through which income and wealth are redistributed. Housing, transportation, education, equality, trade union membership, care, health, freedom from discrimination - these are among your fundamental rights. You, Sisters and Brothers, are duty bound through the services you provide and through your collective membership in your union to **defend, protect and advance** these rights.

For over a century you have collectively advanced workers' rights and strengthened the country through a culture of strong and deep commitment to respect for human rights. We live in a world and at a time when it can be "hard to hope". The multiple crises and shocks that we seem to face almost every day leave us all bruised, weak and for many it seems hopeless. As you deliberate during your AGM, identifying the ways in which to achieve your goals, your dreams, please pay particular attention to the empowerment of members.

Define your **theory of power**. You must *organise*, not simply advocate or mobilise. Empowering, therefore starts with **you**. A renewed and strengthened focus on **trade union education and training, organising and collective action** is essential if you are to reverse the high and increasing levels of inequality. Place the primary agency for change in workers acting collectively at work *and* in the communities in which they reside.

Please also pay attention to and deliberate on your role as part of a Caribbean and global trade union movement. The answers to the challenges that you face are to be found not only at home but wherever there are workers. **Inequality undermines progress.**

“Advances in one place mean nothing if there are inequalities in another”. You are members of a family of public services unions with many experiences to share and lessons to learn.

Best wishes for a successful and productive 2026 Annual General Meeting. Grasp the opportunity to do things that you thought you could not do before.

In solidarity,

Sub-regional Secretary for the Caribbean

Sandra Massiah

President Britta Lejon

General Secretary Daniel Bertossa

Regional Secretary Euan Gibb

**SOLIDARITY MESSAGE:****St. Patrice Ennis****President, Jamaica Confederation
of Trade Unions (JCTU)**

On behalf of the Jamaica Confederation of Trade Unions, I extend sincere greetings to the President, Executive, delegates and members of the Jamaica Civil Service Association, on the occasion of its 107th Annual General Meeting.

The theme selected for this year's meeting, "Strengthening Public Services, Empowering People, Advancing Jamaica," speaks to a matter of profound national importance. It recognizes the undeniable link between strong public institutions, an empowered workforce and the overall advancement of our country. At a time when Jamaica continues to confront economic, social and administrative challenges, the need to reinforce the public service as a pillar of national development has become even more critical.

The Jamaica Civil Service Association has long played a vital role in representing public officers and advocating for fairness, equity and professionalism within the service. Its sustained contribution over the years has helped to safeguard the interests of workers while also promoting values that are essential to effective public administration. This longstanding commitment deserves recognition and commendation.

Public services remain the backbone of national life. They shape the quality of governance, support economic activity and provide citizens with access to essential services. Behind these systems are workers whose dedication, competence, and resilience make the delivery of public services possible. Strengthening public services, therefore, must include a deliberate

commitment to improving working conditions, ensuring fair compensation, investing in training and development and fostering an environment in which workers are respected and heard.

Empowering people is equally central to national progress. Workers must be given not only the tools to perform, but also the confidence that their rights will be protected and their contributions valued. True empowerment requires meaningful engagement, social dialogue and policies that place human dignity at the centre of national development. It is through this approach that institutions become stronger, service delivery improves and public confidence is built.

As Jamaica continues its efforts to modernize and transform its public sector, it is important that such efforts be undertaken in a manner that is inclusive, balanced, and just. Progress cannot be measured solely by systems and structures, but also by how well the people within those systems are treated. A modern public service must be one that is efficient, responsive, and firmly grounded in respect for the workers who sustain it.

The Jamaica Confederation of Trade Unions salutes the Jamaica Civil Service Association on this significant occasion and acknowledges its continued leadership and advocacy on behalf of public sector workers. We extend best wishes for a successful Annual General Meeting and trust that its deliberations will continue to inspire collective action toward a stronger public service, an empowered workforce, and a more advanced Jamaica.

**SOLIDARITY MESSAGE:****Jamaica Association of
Local Government Officers (JALGO)**

On behalf of the Executive, members and staff of the Jamaica Association of Local Government Officers (JALGO), we extend warmest congratulations and heartfelt solidarity to the Jamaica Civil Service Association (JCSA), on the occasion of its 107th anniversary of existence.

Reaching this remarkable milestone of 107 years is a proud and commendable achievement, reflecting the JCSA's unwavering dedication, resilience and invaluable contribution to the advancement of workers' rights and the strengthening of the labour movement in Jamaica.

For more than a century, the JCSA has stood as a steadfast advocate for public sector workers, championing fairness, equity and improved working conditions. Your enduring commitment to representing and empowering workers has played a pivotal role in keeping the labour movement alive and relevant in Jamaica, particularly during periods of social and economic challenge.

JALGO deeply values the longstanding partnership and spirit of cooperation shared with the JCSA. Our two unions have consistently worked in tandem on matters of national importance, advocating for policies and initiatives that promote the welfare, dignity and advancement of the men and women of Jamaica's workforce.

As you convene your Annual General Meeting, we salute your achievements and reaffirm our commitment to continued collaboration in pursuit of a stronger, more equitable future for all workers.

Please accept our best wishes for a successful and productive AGM and for the JCSA's continued growth and success in the years ahead.

Solidarity always,

Mr. Shamir Brown
1st Vice President



Solidarity Message **Turks and Caicos Islands** **Civil Service Association**

On behalf of the Turks and Caicos Islands Civil Service Association, I extend warm greetings and heartfelt congratulations to the Jamaica Civil Service Association, on the occasion of your 107th Annual General Meeting.

Under the theme “Strengthening Public Services, Empowering People, Advancing Jamaica”, you continue to demonstrate a steadfast commitment to the development of resilient institutions and the upliftment of public servants. This theme resonates deeply with us, as we too recognize the vital role that a strong, empowered civil service plays in national growth and good governance.

We commend your long standing legacy of advocacy, leadership and service, and we celebrate this significant milestone with you. May your deliberations be fruitful, your unity strengthened and your vision for the future of Jamaica’s public service be further advanced.

Please accept our continued solidarity and best wishes for a successful and impactful Annual General Meeting.

In Solidarity,

Demarco Williams
President
Turks and Caicos Islands Civil Service Association



Solidarity Message **Public Service Union of Belize**

Greetings from the Public Service Union (PSU)!

On behalf of the Public Service Union of Belize, we extend our warmest greetings and unwavering solidarity on the occasion of your 107th Annual General Meeting, held under the inspiring theme: “Strengthening Public Services, Empowering People, Advancing Jamaica.”

This theme resonates deeply with the shared values and mission of labour unions globally. Your unwavering commitment to empowering workers and championing workers’ rights in Jamaica over the past 107 years is truly commendable. Together, we stand united in the pursuit of fairness, equity and progress for all workers.

As you gather to deliberate, strategize and strengthen your union, please know that the PSU Belize stands firmly with you in solidarity. We remain united in our pursuit of fostering equity, justice and meaningful progress for workers everywhere.

We wish you a successful and impactful conference and look forward to continuing our collaboration to advance the cause of workers globally.

In Solidarity,

Cordelia Belezair
Secretary General
Public Service Union of Belize



JCSA Officer Corps



Sis. Techa Clarke-Griffiths, OD, MBA
President



Bro. Clarence Frater, BH (M)
1st Vice President



Bro. Kelvin Thomas
2nd Vice President



Bro. Alrington Roberts, JP
3rd Vice President



Sis. Melaini Mullings-Arnold
Honorary Treasurer



Elected Executive Members



Sis. Camille Buford



Sis. Ann Marie Campbell-Bell



Bro. Allan Carter



Sis. Maud Chambers



Bro. Kevin Cornwall



Bro. Dwayne Goodison



Sis. Steffani King-Halstead



Bro. Shawn Mitchell



Bro. Raymond Poyser



Sis. Latoya Spence
Women's Committee
Representative



Bro. Michael Thompson
Men's Committee
Representative



Sis. Shaedane Facey
Young Workers'
Representative



National Staff Relations Council



Sis. Sandra Brown, JP



Sis. Opal Bryan



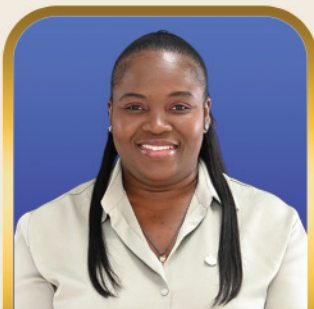
Sis. Sandra Cameron



Bro. Robert St. F. Chung



Sis. Patricia Jackson



Sis. Rhonda Pryce



Sis. Maxine Shrouder, BH(M)



JCSA Executive Team





Secretariat Management



Sis. Tifonie Powell-Williams, MBA, JP
General Secretary



Sis. Patrice Porter
Administration &
Human Resource Manager



Bro. George Thorpe
Industrial Relations
Manager



Sis. Crystal Lee
Accounts Manager



Sis. Michelle Williams
Acting Member Services
Manager



Sis. Helen Hutchinson
Public Relations &
Communication Manager



General Secretary's Overview

Tifonie Powell-Williams, JP, MBA

Over the period June 1, 2025, to April 2026, the Jamaica Civil Service Association continued to demonstrate its enduring commitment to strengthening public services, empowering workers, and contributing meaningfully to national development.

As we reflect under the theme, “Strengthening Public Services, Empowering People, Advancing Jamaica,” this reporting period was one marked by engagement, advocacy, and strategic positioning. It was a year that tested institutions, demanded endurance, and reaffirmed the importance of organized labour in protecting the interests of public sector workers while contributing to the wider national good.

Throughout the year, the Association remained actively engaged with members across the public service. Our work extended beyond representation in matters of industrial relations and negotiations. We continued to deepen our outreach, strengthen communication, and reinforced the importance of member engagement at every level of the organization. In a time when many workers face economic pressures, uncertainty, and increasing workplace demands, the JCSA remained steadfast in ensuring that members felt represented, heard and supported. This period also highlighted the importance of institutional endurance. After 107 years, the continued relevance of the JCSA is not accidental. It is rooted in consistency and an unwavering commitment to service. The work of the Association often takes place quietly through advocacy, representation, policy discussions, member support, and organizational

strengthening yet these efforts collectively contribute to the protection and advancement of public sector workers throughout Jamaica.

Beyond advocacy within the workplace, the Association also continued to strengthen its presence within communities through the work of its chapter networks and outreach initiatives. Efforts aimed at supporting schools and community-based activities reflected the JCSA’s belief that public service extends beyond office walls and into the lives of the people we serve. The period further saw continued focus on membership growth and engagement strategies designed to strengthen the reach, visibility, and sustainability of the Association while reinforcing confidence in the value of collective representation. Equally important were the Association’s representation strategies, which continued to emphasize fairness, professionalism, responsiveness, and proactive engagement in addressing matters affecting members across the public sector.

Importantly, the role of the JCSA continues to evolve in response to national and global realities. Emergencies, natural disasters, and the increasing effects of climate change have reinforced that trade unions must now think beyond traditional labour relations. Public sector workers are central to national response and recovery efforts during times of crisis, and as such, the Association must continue positioning itself as a voice not only for workers’ welfare, but also for preparedness and sustainable national development.

A significant example of this commitment was demonstrated in the aftermath of Hurricane Melissa, where the Association played a critical role in assisting over 1,000 members and their families who were impacted by the disaster. Through coordinated support efforts and strategic partnerships with the Ministry of Labour and Social Security and the Office of Disaster Preparedness and Emergency Management, the JCSA was able to support relief and response initiatives aimed at providing assistance to affected members during a period of tremendous difficulty and uncertainty. These efforts reinforced the Association's commitment not only to representation in the workplace, but also to the welfare and well-being of members during times of national crisis.

As an organization, we recognize that climate change and disaster vulnerability are no longer future concerns; they are present realities affecting communities, workplaces, and livelihoods across Jamaica. Consequently, the JCSA must continue advocating for systems and policies that protect workers while strengthening the capacity of the public service to respond effectively during times of national emergency.

The reporting period also reaffirmed the importance of engaging the next generation of workers and leaders. The future sustainability of the labour movement depends on our ability to remain relevant, innovative, and responsive to emerging challenges. This means embracing modernization, strengthening organizational capacity, increasing youth involvement, and ensuring that the principles upon which this Association was built continue to guide us into the future.

I must also place on record sincere appreciation to the employees of the Jamaica Civil Service Association whose commitment, professionalism, and dedication made the work of this period possible. Behind every initiative, programme, response effort, and engagement stands a team whose contributions often take place outside of public recognition, yet remain critical to the effective functioning of the Association. Their continued service throughout demanding circumstances reflects the very spirit of the JCSA and its enduring mission.

As we look ahead, the question is not whether the JCSA will continue to exist, but how it will continue to lead. The next century of the Association must be one that balances advocacy with innovation, tradition with transformation, and representation with strategic influence.

For 107 years, the JCSA has stood as a pillar within Jamaica's public sector landscape. The responsibility before us now is to ensure that future generations inherit an Association that is even stronger, more responsive, and more impactful than the one we celebrate today.

As Scripture reminds us in Galatians 6:9, "Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up." That passage speaks directly to the enduring work of service, advocacy, and sacrifice that continues to define this Association after more than a century. And perhaps that is the true measure of the JCSA not simply that it has lasted 107 years, but that after 107 years, it still has the courage to serve, the strength to endure, and the vision to advance Jamaica through its people.

Because strengthening public services is ultimately about strengthening people and when people are empowered, Jamaica advances.

The reports which follow from the Industrial Relations Unit, Member Services Unit, Administration and Human Resource Unit, Projects and the Public Relations and Communications Unit will provide a more detailed account of the work undertaken during the period under review and further demonstrate the continued efforts of the Association in service to its members and the wider public sector.

Tifonie Powell-Williams, JP
General Secretary
Jamaica Civil Service Association

Training and Development

Completion of Advanced Industrial Relations Training

The University of the West Indies (UWI) Global Campus, through the Hugh Shearer Labour Studies Institute (HLSI) in collaboration with the Human Resource Management Association of Jamaica (HRMAJ), hosted an **Advanced Industrial Relations Training for Managers and Supervisors** between **March 24 and June 4, 2025**.

This ten-week programme was designed to enhance the knowledge and skills of managers and supervisors in core Industrial Relations (IR) principles, workplace harmony, productivity and efficiency, particularly in the context of the evolving digital age.

The training aimed to:

- Increase awareness of essential IR principles.
- Address contemporary trends impacting the labour market.
- Equip participants with strategies to manage workplace change brought about by the Fourth Industrial Revolution, including digitization, complex production processes and the need for multi-skilled labour within legal and ethical frameworks.

Each module consisted of 10 contact hours, with classes structured for three and two hours respectively on scheduled days. Participants who successfully completed all modules and assessments received a **Joint Certificate of Achievement** from UWI Global Campus and HRMAJ. Partial module completions also resulted in certification for those specific areas.

Graduates of the programme earned **Continuing Professional Education (CPE) credits**, enabling progression into the **HLSI Postgraduate Diploma in Industrial Relations** (one-year programme) upon meeting entry requirements.

JCSA Participants & Achievements

The Jamaica Civil Service Association (JCSA) proudly recognizes the following members for successfully completing the Certificate of Achievement in Advanced Industrial Relations (IR) Training:

Bro. George Thorpe – IR Manager
 Bro. Junior Latibeaudiere – Senior IR Officer
 Sis. Michelle Williamson – Member Services Manager
 Sis. Joy Harriot – Senior IR Officer
 Sis. Rosalind McKenzie – IR Officer
 Sis. Alecia Pusey – IR Officer

This training initiative has further strengthened the JCSA's capacity to navigate complex industrial relations issues, advocate effectively for workers' rights and lead in promoting workplace harmony. The skills gained will contribute significantly to both individual professional development and the broader organizational mission.

Making Effective Public Policy Course

The Management Institute for National Development (MIND) advised that twenty-one (21) of the twenty-five (25) participants successfully completed the *Making Effective Public Policy* course conducted during the period October 7 to November 28, 2025.

MIND provided a complete listing of all participants who attended the course. Based on the information received, participants have been categorized below according to their completion status.

Participants Who Successfully Completed the Course

The following participants successfully met the course requirements:

- Camille Buford
- Racquel Campbell
- Ann Marie Campbell Bell
- Allan Carter
- Maud Chambers
- Sandra Clemmings
- Ivory Crooks Campbell
- Ingrid Edwards
- Shaedane Facey
- Netollia Fairweather-Sims
- Shanti Francis
- Georgia Marks-Doman
- Shawn Mitchell
- Claudia Powell
- Raymond Poyser
- Tracy-Ann Sinclair-Stewart
- Georgia Taylor Lewis
- Michael Thompson
- LaToya Spence

- Peta-Gaye Williams
- Carlene Harrison

Participants Required to Resit / Redo Course Components

The following participants are required to resit an assessment or redo the course, as advised by MIND:

- Sheldon Graham
- Suzette Grant
- Peta-Gay Hodges
- Megan Malcolm

Follow-up action will be required for participants who must resit course components and for those with outstanding documentation to ensure full closure of the training exercise.

The JCSA extends congratulations to all participants who successfully completed the *Making Effective Public Policy* course conducted by the Management Institute for National Development (MIND) during the period October 7 – November 28, 2025.

This achievement reflects a high level of commitment, discipline, and dedication to professional development and continuous learning. The successful completion of this programme is expected to enhance participants' capacity for informed analysis, evidence-based decision-making, and effective public policy formulation within the Public Service.

Organizing for Power (O4P) Programme

The Organizing for Power – Power-Up Programme, is an initiative held in collaboration with Public Services International (PSI) as a part of its Plan of Action (POA), to develop Trade Union skills in organizing and campaigning for Trade Union rights. The JCSA confirmed 41 participants for the November/December cycle.

Schedule: November 18 & 20; and December 2 & 4, 2025

Objective: To strengthen participants' capacity to mobilize members, lead campaigns and integrate organizing principles into the Association's structure.

Following the course, participants will engage in a practical implementation phase, applying the knowledge gained to strengthen organizing and membership engagement within the JCSA. The course took place online and was of no cost to the Association.

Participants included:

Mrs. Techa Clarke-Griffiths
 Mr. Kelvin Thomas
 Mrs. Tifonie Powell-Williams
 Mr. Clarence Frater
 Mrs. Melaini Mullings-Arnold
 Mrs. Jody-Ann Bailey-Williams
 Mr. Geoffrey Marshall
 Miss Shanti Francis
 Miss Peta-Gaye Williams
 Miss Latoya Spence
 Miss Peta-Gaye Saunders
 Mr. Nikhail Campbell
 Mr. Xavier Hutchinson
 Miss Akeim Coulson
 Mr. Raymond Poyser
 Miss Kadian Douglas
 Miss Noelle Hamilton
 Mr. Andre McLeod
 Mr. Ricardo Anderson
 Miss Suzette Grant
 Miss Sandra Clemmings
 Miss Jennylyn Peynado
 Mrs. Stephanie Lewis-Brown
 Miss Michsica Green
 Mrs. Yanike Sancko-Valentine
 Miss Peta Gaye Hodges
 Mr. Johnoy Harrison
 Miss Fayann Mltchell
 Miss Trudy Brennan
 Miss Judeen Madden
 Miss Taneisha Minzie
 Miss Betesha Brown
 Miss Marilyn Hines
 Mrs. Keisha Williams-Campbell
 Miss Alecia Pusey
 Mrs. Georgia Marks-Doman
 Mr. Allan Carter
 Mrs. Nicola Thompson Bailey
 Miss Dellaceta Drummond

Hurricane Melissa Relief Effort



Hurricane Melissa Relief Effort

Overview

Following Hurricane Melissa, the JCSA initiated a targeted financial assistance programme to provide immediate relief to members who sustained damage and submitted verifiable claims through the Member Assistance Survey. The programme addressed urgent needs including temporary housing repairs, replacement of essential household items, and other stabilisation expenses.

Disbursement Summary

Applications & Disbursements	
Category	Data Point (JMD / Count)
Total Applications Received	821
Applications Approved	637
Average Grant per Member	\$20,000
Total Amount Disbursed	\$12,895,000.00

Overall Assistance by Parish Totals

DAMAGE LEVEL BREAKDOWN		
Level of Damage	Number of Members	Total Assistance (JMD)
Minor Damage	108	\$1,055,000.00
Moderate Damage	478	\$9,290,000.00
Severe Damage	51	\$2,550,000.00
Total	637	\$12,895,000.00

Assistance by Impact Severity

The table below shows how assistance was allocated based on assessed damage levels, reflecting the varying degrees of hardship experienced by members.

Parish	Total	Male	Female
St. Elizabeth	157	33	124
Westmoreland	223	52	171
St. James	139	27	112
Trelawny	93	13	80
Hanover	39	6	33
St. Mary	7	1	6
Clarendon	29	1	28
Manchester	25	5	20
St. Thomas	12	3	9
St. Ann	34	9	25
Portland	9	2	7
St. Catherine	33	6	27
Kingston & St. Andrew	21	6	15
Overall Total	821	164	657

Funding Sources

Relief operations were funded through a combination of internal JCSA resources and generous external contributions from regional partners and individuals.

FUNDING SOURCES	
Source	Amount (JMD)
JCSA Member Assistance Fund	\$5,110,000.00
Special Executive Allocation	\$20,000.00
General Council Donation	\$20,000.00
Special General Council Allocation (Stipend)	\$217,500.00
Donations / Contributions from Organisations	\$1,658,338.27
Total Funds Received	\$7,025,838.27

The following donors collectively contributed close to \$1.7M toward the Association's relief efforts:

Caribbean Public Service Association
 Dominica Public Services Union
 St. Lucia Civil Service Association
 Grenada Public Service
 Annmarie Campbell-Bell
 Tifonie Powell-Williams
 Georgia Marks Doman
 Shawn Mitchell

Identified Gaps & Strategic Insights

- Communication barriers prevented timely application submissions from members in severely affected areas.
- Many members continue to face ongoing recovery needs beyond the initial assistance period.
- A fully structured and dedicated Disaster Relief Fund is urgently needed to enable faster, broader, and more equitable responses to future emergencies.

Financial Governance

All funds disbursed were processed through the JCSA Secretariat and fully documented within the Association's financial records. A comprehensive beneficiary register is maintained by the Secretariat and is available for Executive Committee review upon request.

Strategic Recommendation

The JCSA must establish and sustain a structured disaster relief funding mechanism. This is essential to safeguarding member welfare and ensuring the Association is positioned to respond effectively to future natural disasters.

Full disbursement records are held by the JCSA Secretariat.

Committee Contributions

October - November 2025

Following the passage of Hurricane Melissa, several JCSA committees mobilised to support affected members across multiple parishes. The following summarises the key contributions made by each committee during the relief and recovery efforts.

Public Relations and Communications Unit (PR&C)

The PR&C Unit played both operational and communications roles during the Association's Hurricane Melissa relief response, contributing significantly to coordination, visibility and member outreach.

Field & Operational Support

- Assisted with the packaging of care packages for affected members at the JCSA Secretariat.
- Travelled with the Relief Team to Westmoreland, St. Elizabeth, St. Ann, Trelawny, and Hanover to provide on-site documentation.
- Captured photos and video content across affected communities, shared in real time via official platforms so members could follow the Association's humanitarian efforts.

Communications & Outreach

- Designed and circulated a Disaster Relief Flyer to raise awareness of the relief initiative among the membership.
- Developed a Call for Volunteers Flyer to encourage broader member participation in relief activities.
- Created a Google Form to efficiently collect and manage volunteer data, improving coordination and response efficiency.

These efforts strengthened transparency, documented the Association's outreach, and reinforced the importance of member solidarity during national recovery efforts.

Women's Action Committee (WAC)

The Women's Action Committee (WAC) was instrumental in the Association's disaster relief efforts following the passage of Hurricane Melissa. Committee members demonstrated exceptional commitment through both financial contributions and hands-on volunteerism.

- Offered donations in both cash and kind to support the relief drive.
- Volunteered at the JCSA Secretariat to prepare care packages, food supplies, and other essential items for distribution to affected members.
- Sustained their involvement over the entire relief period following the hurricane's passage in October 2025.

South Central Region (St. Elizabeth)**Black River**

The parish of St. Elizabeth was among the hardest hit by Hurricane Melissa. The town of Black River was particularly devastated, earning the grim designation of “Ground Zero” following the storm’s aftermath. Members across the chapter experienced significant losses to homes and workplaces, resulting in widespread emotional distress and displacement.

Impact on Members & Workplaces

- Ministries, Departments, and Agencies (MDAs) operating in the area sustained severe structural damage and have not resumed operations at their original locations, fundamentally altering the working environment for members.
- Some members lost their roofs; a number lost the entire structure of their homes.
- The cumulative losses created a significant dampening of morale and wellbeing across the Chapter.

Relief Support Provided

- Loans were made available to affected members through the JCSA Thrift facility.
- Approximately 200 care packages were distributed to members on Friday, November 21, 2025, covering the Santa Cruz and Black River Chapters.
- The JCSA President and Secretariat team personally led delivery efforts, demonstrating visible leadership and solidarity with affected members.

Santa Cruz**St. Elizabeth ECI for the Disabled**

The St. Elizabeth Early Childhood Institution (ECI) for the Disabled sustained significant damage when mud and floodwaters surged through the building, temporarily halting the Chapter’s planned assistance activities. Fortunately, a deep freezer and other previously donated items had been elevated and were spared from damage. Despite several rounds of cleaning, the interior of the facility continued to show visible signs of the devastation months later.

REPORTS

Strategic Projects

The following are updates on strategic projects for the period under review.

JACISERA Park Office Suites

The area that was previously being used for the Spa was transformed into a meeting room and office spaces. The offices will house the J-Park Staff, a team from the Industrial Relations Unit as well as a space for the President to meet privately while at the park.

Modification of the JACISERA Park Entrance

The entrance to the outer courtyard at JACISERA Park was modified with the installation of grillwork, structured columns for the pedestrian gate and the construction of a new vehicular access point (VAP). The VAP was a requirement by the Jamaica Fire Brigade to allow the Fire Truck closer access to the newly renovated kitchen, bar, gym etc. in the event of a fire. Flag poles were also installed.

Remodelling of the JACISERA Park Secondary Meeting Room

The secondary meeting room (affectionately known as The White Room) received a long overdue facelift. The room is now more energy efficient with energy efficient air condition units, sealable glass windows and a secure glass/metal door. It also has modern blinds and relaxing colours.

Well and Irrigation

The 260 feet deep well reached a milestone in 2025 with the discovery of potable water, through a state-of-the-art filtration system which is installed within the well. When the project is complete, the well is expected to be the primary source from which the football fields and gardens are irrigated.

Spectator Stands

A new Spectator Stand was constructed through a collaboration between the Tourism Product Development Company and the Member of Parliament. The stand is the second such fixture to be erected at the location. The second stand now allows

for approximately 200 persons to be seated field-side while enjoying field events.

Electrical Infrastructure Upgrade

The upgrade and installation of new equipment at JACISERA Park created the need for a more stable and reliable power supply. This was achieved through the installation of a dedicated bank of three (3) transformers to power the facility. The upgraded electrical system now provides improved voltage stability, reducing prolonged instances of low voltage that previously affected equipment in areas such as the gym and auditorium. The installation of a CT Meter is scheduled for early 2026.

Beach at Braco and Lancaster Estates in Trelawny

The beautiful Braco and Lancaster Estate Beach was home to the International Beach Cleanup Day activities on September 20, 2025. Plans to build vacation cottages on the beach lands have been temporarily halted, after Hurricane Melissa, as more resilient designs are crafted. In the meantime, the lands are to be outfitted with a changing area, shower and guard station, to facilitate organized beach activities as we explore short term rental of the facility.

The Community of Union Acres at Irwin, St. James

A total of 144 detached two bedroom, one-bathroom units were constructed at Irwin in St. James. This was done on lands that were received through negotiations with the Government of Jamaica, by the JCSA and the JCTU. The initiative saw twenty (20) acres of land being awarded to Public Sector Workers, for housing development in all parishes. The project is being managed by the Jamaica Civil Service Association through a joint venture agreement with the National Housing Trust and the Jamaica Confederation of Trade Unions.

Plans are in the advanced stages for the construction of 56 units in Albion Heights, St. Thomas (23 one-bedroom and 23 two-bedroom units) as well as 126 two-bedroom units in Hague, Trelawny.

Improved Storage Capacity

As the organization grows, the need to preserve assets and records becomes more critical. In the past, sensitive documents (and photographs) were lost owing to flooding. To mitigate against this, the container storage hub was enhanced with the addition of a forty-foot container. The hub is equipped with cameras, a burglar alarm system as well as smoke and fire detection and alert systems.

Increased Water Reserves and Enhanced Distribution

With the increased usage of the Park and the renovated Kitchen and Bar, a back-up water supply system was established. This included the addition of a 1,000 Gallon Water Tank as well as a Pressure Tank and Water Pump. This eliminated the problems associated with low water pressure (or no water at all) and allowed for the toilet facilities to be refilled within one minute. This is critical during high volume events such as the netball and football competitions and the Annual General Meeting. It also allows for a steady supply of water to the ice maker machine and water heater.

Refurbishing and Expansion of Caretaker's Residence

The caretaker's residence was refurbished to eliminate the constant flooding each time it rained as well as to provide increased privacy. The initiative included raising the floor of the courtyard, installing a roof and replacing the front grill with a door for privacy. An exit door was also installed to allow for easy entry/exit in the case of an emergency (such as a fire).

Gym Roof Gutter Installation

A gutter was added to the roof of the gym. This allows for the management of rainwater that is collected by the roof. The water is channeled to the outside perimeter thereby reducing the volume of water collected in the inner courtyard of the facility.

Modification of Mini Mart Roof for Aerobics Area (at J-Park)

The uneven roof surface on top of the Mini-Mart at JACISERA Park was modified to a more flattened surface. An artificial turf is to be placed on the area in the near future. The area functions as an additional exercise area for gym members.

AC Units Installation at South Central Office (Manchester)

The South Central Regional Office was made a bit cooler with the installation of two state of the art Inverter Air Conditioning Units. This is intended to make our members and staff more comfortable during their visit to the office.

Upcoming Housing Developments (Hague, Moneague, Albion)

The Jamaica Civil Service Association, through the Jamaica Civil Service Housing Company and in collaboration with the Jamaica Confederation of Trade Unions and the National Housing Trust, are far advanced in developing housing solutions for members. Construction of these units are expected to begin within the next 12 to 36 months. The units will be in the Albion Heights area of St. Thomas, the Hague area of Trelawny and the Moneague area of St. Ann. The process for all three have started and the details will be made available as soon as possible.

Back-up Power Systems at JACISERA Park and Western Regional Office

Two generators have been acquired and the requisite infrastructures installed to connect these generators to JACISERA Park and the Western Regional Office. The Tarrant area where JACISERA Park is located, is subject to frequent power outages and low voltage spikes. As we build JACISERA Park into the venue of choice for rentals and events, the facility will need the capacity to function independently of the public power supply when the need arises. The Western office is also subject to power outages and is inaccessible when there is no supply of electricity from the JPS. The installation of a generator will eliminate this problem.

Hurricane Preparedness and Infrastructure Resilience

The impact of Hurricane Melissa underscored the growing effects of climate change and the need for more permanent measures to protect the organization's properties, equipment, and operations from future hurricanes and other related threats. Starting with JACISERA Park, hurricane preparedness assessments are being done with a view to bolster infrastructure resilience and business continuity. As an initial step, storm shutters have been identified and will be procured and installed in time for the 2026 North Atlantic Hurricane Season.

Strategic Projects



Upgraded entrance to JACISERA Park



Remodelled JACISERA Park meeting room



JACISERA Park Office Suites



JACISERA Park Irrigation project



JACISERA Park Spectator stands



Union Acres, Irwin, St. James



Albion Heights, St. Thomas

Public Relations and Communications Unit

Overview

Throughout 2025, the Public Relations and Communications (PR&C) Unit played a vital role in enhancing the Association's visibility, member engagement, and strategic communication. Through digital platforms, in-person activities and outreach initiatives, the Unit kept members informed and connected while reinforcing the Association's public image.

Key responsibilities included designing promotional materials, managing social media coverage, providing technical and live-stream support for events, coordinating promotional activities, and highlighting members' achievements, including national honours and training awards. The Unit also supported departmental meetings and activities hosted by various Committees, Units, and Chapters.

Podcast | How Sweet the Fruit

Digital engagement expanded in 2025 through the How Sweet the Fruit podcast series, which served as a platform for sharing updates, professional insights, and organisational highlights. Six episodes were produced, generating a combined 742 views on YouTube.

The Unit collaborated with departmental representatives and members to select relevant topics and participants, ensuring diverse and engaging content. Episodes were promoted across official platforms, using storytelling to highlight personal experiences and professional development.

The show also has a weekly radio segment, aired every Monday on Hotline on Radio Jamaica 94FM. The 15-minute programme facilitates discussions on public sector issues, JCSA matters and commentary on the implementation of Government policies.

Recordings are available for the period September to December 2025. Topics include Updates on Negotiations, Beach Clean Up, Man Talk, Impact of Hurricane Melissa on our Members, Relief Initiatives, etc.

Media Engagement and Public Statements

Consistent communication was maintained with members and the public on developments within the public sector through targeted emails, press releases, major newspapers, and social media.

President Techa Clarke-Griffiths conducted over 20 radio interviews, including appearances on Beyond the Headlines, Rebel Radio, Best FM 100, and Morning Agenda. The PR&C Unit ensured timely responses to media and stakeholder queries and shared interview recordings across JCSA WhatsApp groups to keep members informed.

Official statements and releases remain available on the organization's website: <https://www.jacisera.org>.

Cornerstone Newsletter

Cornerstone, the Association's quarterly newsletter, remained a vital and transparent communication tool. Available in print and online, it provided updates on key milestones while facilitating two-way engagement, helping to address members' needs and strengthen a sense of community and trust.

Key Highlights

- Hurricane Melissa Outreach to our members
- Perks of being a JCSA member
- Successful Industrial Relations interventions
- Updates on our social initiatives

The newsletter continues to boast an exceptional open rate of 85% (Heyzine), reflecting the value and relevance of its curated content.

Social Media

In 2025, the social media and digital engagement strategy shifted from extensive broadcasting to deeper, member-focused connections. Through data-driven insights and platform-specific storytelling, cross-platform engagement increased by 65%. The introduction of TikTok expanded reach to a younger demographic, while greater emphasis on high-quality video content and real-time interaction strengthened two-way engagement. Investment in audiovisual tools further enhanced content quality and interactive initiatives, including online competitions, helped convert followers into active supporters.

Healthcare Workers Feature

Healthcare Workers Appreciation Month is observed throughout July, in Jamaica. A feature campaign was curated by the PR&C Team to honour the invaluable service of our members who are public healthcare professionals. The campaign included a series of visually impactful flyers shared across JCSA social media platforms, expressing gratitude and admiration for the dedication of those serving in the health sector.

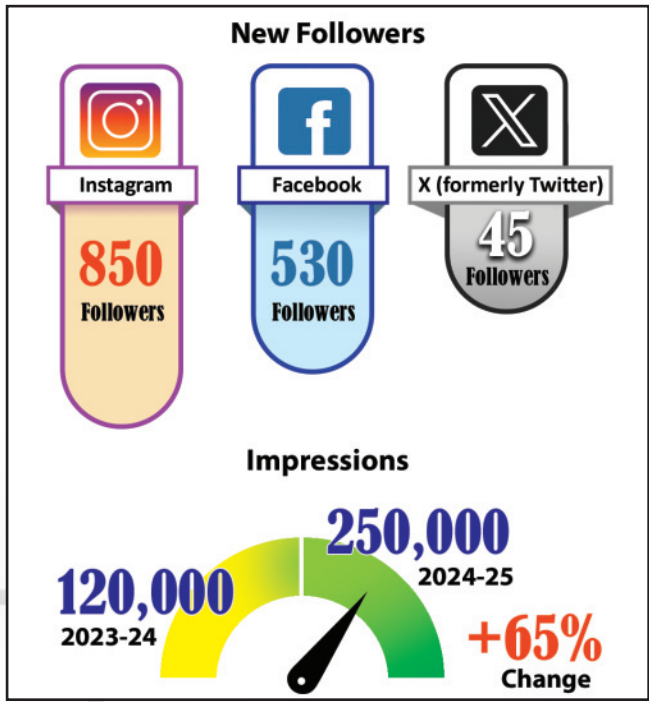
The following individuals were featured:

- Zadian Gayle
- Maura Campbell
- Sharon Clarke
- Maxine Fowling
- Denise King-Herr (formerly Harris-King)
- Patricia Mindley
- Shantol Pink
- Kellie Guthrie-Thompson
- Samantha Higgins-Gibson

Denham Whilby and Samuel E Stewart Scholarship Promotion

The Unit led the digital promotion of two key educational opportunities: the Denham A. Whilby Scholarship and the Samuel E. Stewart Scholarship.

Overall, the JCSA recorded 1,425 new followers across its platforms, with total impressions increasing by 65%



Automated Birthday Greeting

The system has been active for 903 days and to date has sent over 191,86 birthday greetings and e-cards. This has been well received by our members who will often express their appreciation by return email. Persons who have not received the e-card, can contact the PR&C Unit.

Email Marketing

During the reporting period, marketing reach increased by 26.4%, with total sends nearing one million (988,713). While audience size and total opens remained strong, engagement efficiency declined, as reflected in lower open and click rates. This highlights the need for improved content targeting and segmentation to drive deeper interaction. Members are also encouraged to check spam or junk folders and actively engage with emails.

Performance Metrics

Metric	Value	Insight
Total Sends	988,713	Significant increase in reach
Reach Growth	+26.4%	Expanded audience engagement
Unique Opens	228,000+	Strong baseline audience
Open Rate	23.1%	Decline indicates need for improved targeting
Click Rate	0.21%	Low interaction; content refinement needed

Mailchimp is an email and marketing automation platform used to manage and grow the JCSA’s contact database, with capacity to reach up to 1M contacts.

Revamped website

The PR&C Team, in collaboration with IPP (It’s Pixel Perfect), unveiled a redesigned website, marking a key milestone in strengthening digital engagement and transparency with its stakeholders. The modern, user-friendly platform features improved navigation, enhanced functionality, and updated content, creating a more seamless and engaging experience for members and users.

JCSA App

We achieved a significant milestone in our digital transformation with the launch of our new, intuitive mobile application, designed to bring the Jamaica Civil Service Association directly to our members’ fingertips. Developed with user experience at the forefront, the app offers seamless, 24/7 access to news and enables members to book appointments with our Industrial Relations Officers.

Minor tweaks are currently being done and once completed, the app will be available for download via the Google Play and Apple App Stores.



Scan to follow on X (Twitter)



Scan to follow on Instagram



Scan to join Facebook (Closed user group)



Scan to follow on YouTube



Scan to join JCSA Email listing

Public Relations & Communication Highlights



President Techa Clarke-Griffiths and Bro. Clarence Frater, Sis. Tifonie Powell-Williams with the Public Relations and Communication team.



President Techa Clarke-Griffiths and her team meet with the Chief Justice, Hon. Bryan Sykes.



President Techa Clarke-Griffiths (second right) alongside Chief Justice, Hon. Bryan Sykes (second left) Director (CAD) Tricia Cameron Anglin and Senior Industrial Relations Officer Junior Lattibeaudere (left) at a courtesy call on Kingston on May 22, 2025.

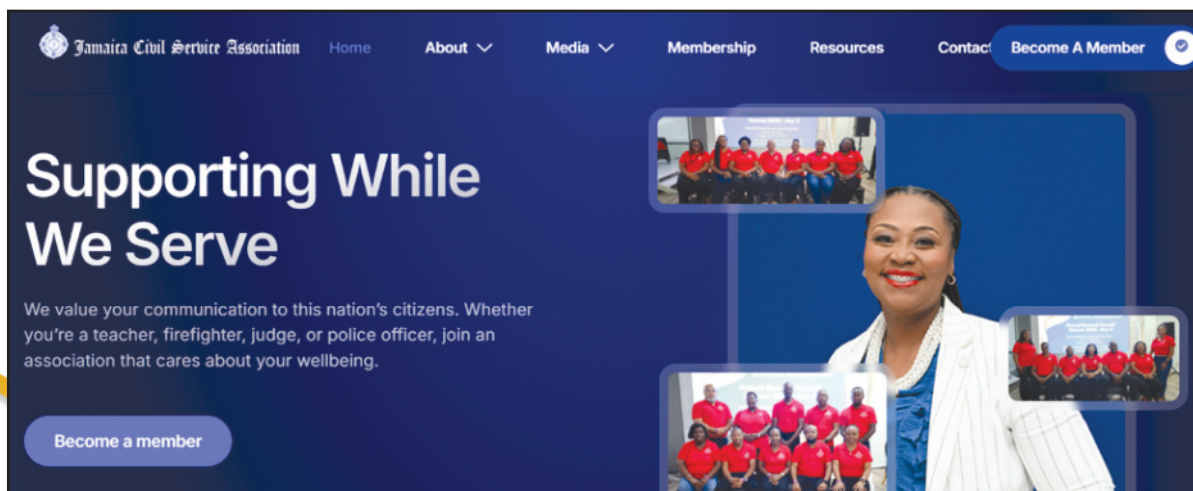
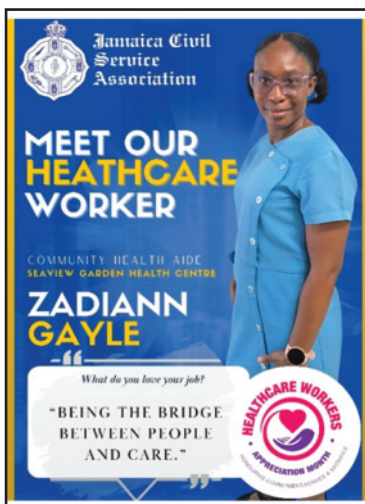


Backpacks filled with snacks and stationery were presented at the Jamaica Constabulary Force Medical Services Branch (MSB) Health and Wellness Fair, held at Twickenham Park, Spanish Town on August 22, 2025.



Pres. Techa Clarke-Griffiths addressing members at Jamaica Fire Brigade Departmental Meeting.

Marketing Collateral



Member Services Unit

The Member Services Unit continues to play a central role in driving the growth and long-term stability of the JCSA. Through focused efforts in recruitment, retention, and meaningful member engagement, we have achieved encouraging outcomes that underscore the Association's dedication to serving its members with care and understanding.

Member Benefits

MARCH 2025 - FEBRUARY 2026	
Benefits	Member Access
ID cards	1,355
Help Desk	22
Gym	151
Mini Mart	176
Financial Assistance	78
J.C.I.A (insurance discount)	11
Tertiary Grant, Scholarship	197
Regional Scholarship (High School) for Dependents of Members	26
Total	2,016

Our ID cards remain one of the most widely utilized membership benefits, providing access to the Mini Mart, the JACISERA Fitness and Wellness Centre, insurance discounts through the Jamaica Cooperative Insurance Agency and exclusive savings from carefully selected partners across sectors such as healthcare, optical services, electronics, automotive services and groceries. These benefits continue to provide members with meaningful savings and support their overall financial well-being.

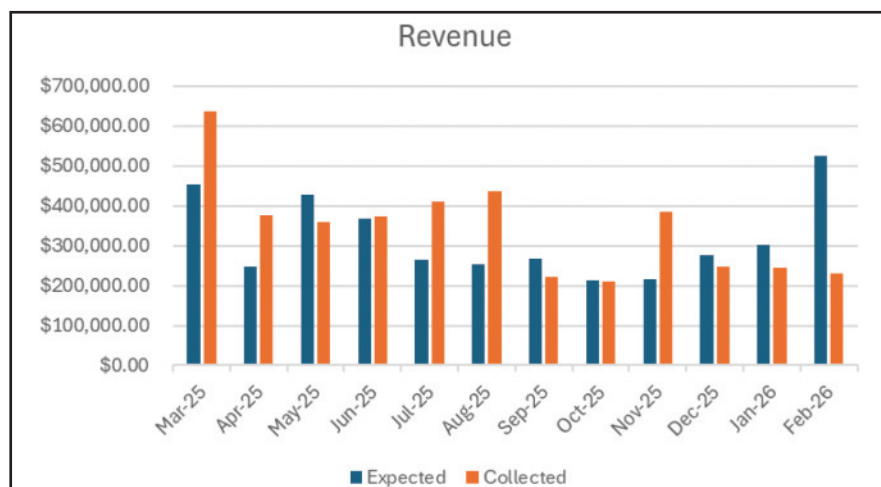
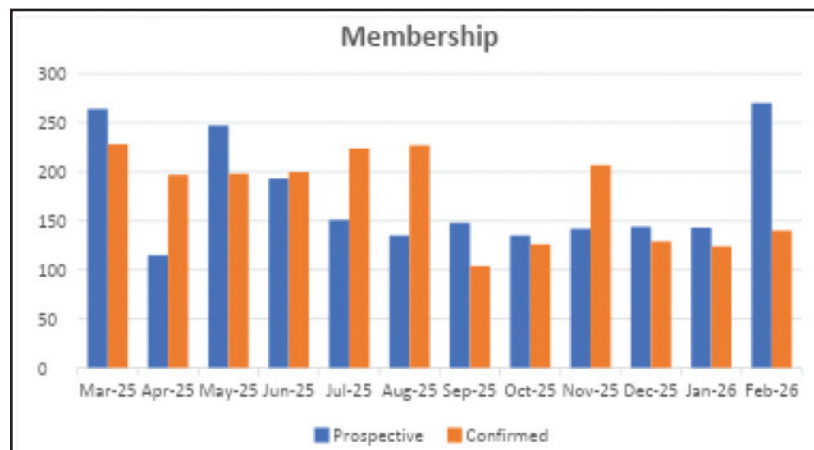
Motor Vehicle Help Desk

Through our partnership with First Heritage Cooperative Credit Union, Be Forward Jamaica and GBI Imports, the Motor Vehicle Help Desk offers an affordable alternative for our members in the acquisition of a motor vehicle.

Month	Applications	Submitted to FHCC	Approvals
Mar-25	3	2	2
Apr-25	0	0	1
May-25	1	0	0
Jun-25	2	3	0
Jul-25	0	0	0
Aug-25	1	1	0
Sep-25	1	1	0
Oct-25	1	1	1
Nov-25	2	0	0
Dec-25	0	1	0
Jan-26	1	0	0
Feb-26	1	1	0
Total	13	10	4

Membership recruitment remained steady throughout the year, with overall confirmations exceeding the number of prospective members. We cultivated relationships with the various Payroll departments with the objective of increasing the number of applications processed, which in turn increases the membership numbers. The close working relationship developed with the various Payroll departments resulted in dues collected exceeding the projected amounts.

MEMBERSHIP GROWTH AND REVENUE COLLECTION					
Month	Prospective Members	Confirmed Members	Projected Dues	Collected Dues	Annualized
Mar-25	264	228	\$454,854.33	\$636,145.76	\$5,725,311.84
Apr-25	115	197	\$247,346.13	\$377,527.04	\$3,020,216.32
May-25	247	198	\$428,754.55	\$360,175.57	\$2,521,228.99
Jun-25	193	200	\$366,955.65	\$374,682.00	\$2,248,092.00
Jul-25	151	224	\$263,754.78	\$409,884.47	\$2,049,422.35
Aug-25	135	227	\$254,098.96	\$437,681.33	\$1,750,725.32
Sep-25	148	104	\$267,914.77	\$221,569.25	\$664,707.75
Oct-25	135	126	\$213,789.65	\$208,902.96	\$417,805.92
Nov-25	142	207	\$215,876.44	\$383,698.61	\$383,698.61
Dec-25	144	129	\$276,342.36	\$246,607.68	\$2,959,292.16
Jan-26	143	124	\$302,231.85	\$245,300.26	\$2,698,302.86
Feb-26	270	140	\$525,399.65	\$229,628.46	\$2,296,284.60
Total	2,087	2,104	\$3,291,919.41	\$4,131,803.39	\$26,735,088.72



Resignations

Resignation requests saw a modest increase, rising by 14.62% compared to the previous period. However, the number of resignations processed continued to trend downwards. Educating members on our plethora of benefits is the major strategy used in the retention of our members.

Month of Request	Requests	Processed Requests
Mar-25	33	18
Apr-25	19	20
May-25	22	12
Jun-25	27	23
Jul-25	24	25
Aug-25	10	15
Sep-25	9	12
Oct-25	13	11
Nov-25	16	15
Dec-25	23	12
Jan-26	19	17
Feb-26	28	17
Total	243	197

Growth in Membership (Confirmed Members less Processed Resignations)	
Period	Mar 2025 – Feb 2026
Confirmed members	2,104
Processed Resignations	197
Net Growth in Membership	1,907

Presentations and Desk for a Day

The Officers in the Member Services Unit continue to prioritize membership growth through the “Desk for a Day” initiative and targeted presentations. These engagements provide valuable opportunities to introduce the JCSA to prospective members while reinforcing the benefits and value of membership for both new and existing members. (See table below.)

Month	Presentations	“Desk for a Day”
Mar-25	8	7
Apr-25	12	11
May-25	18	12
Jun-25	5	4
Jul-25	4	6
Aug-25	4	4
Sep-25	7	6
Oct-25	2	2
Nov-25	3	3
Dec-25	1	1
Jan-26	2	11
Feb-26	5	10
Total	71	77

Education Grants & Scholarships

PEP-In-Up Grant for Members’ Children (New Initiative)
The PEP-In-Up Grant was the initiative of our President, Sis. Techa Clarke-Griffiths and was offered for the first time during the reporting period. A total of 101 grants were awarded with a total disbursement of just over \$1.8M. This initiative reflects the President’s ongoing commitment to supporting members and their children at critical educational milestones.

In addition to the PEP-In-Up Grant, book vouchers were also distributed to other members for their children, further reinforcing the Association’s commitment to educational support.

Tertiary Education Grant 2025

The intake period ran from June 2 - July 31, 2025. Applications were processed in collaboration with the Ministry of Finance and the Public Service.

Despite delays caused by Hurricane Melissa, significant progress was made in processing applications as outlined below.

Chapter Education Grant

Twenty-five (25) applications were approved for payment totalling \$1,250,000.

JAMAICA CIVIL SERVICE ASSOCIATION TERTIARY EDUCATION GRANT 2025 REVIEW

Total Grant Applications Received	257	
Total Grants Processed By MOFPS	132	\$ 4,000,000.00
JCSA Batch One	65	\$ 1,955,000.00
Total Grant Applications Processed For Year 2025	197	\$ 5,955,000.00

Break Down of Applications

Received By Institution:	Intake Total	Incomplete
MISCELLANEOUS (e.g. Jamaica Theological Seminary, Vector Technology Institute, VTDI and Caribbean Maritime University)	52	3
UTECH	33	3
UWI-OPEN CAMPUS	7	1
UWI MONA	33	5
UWI-MSBS	5	1
MIND	1	0
NCU	11	6
COMMUNITY COLLEGE	41	6
UCC	71	11
IUC	3	1
Total	257	37

Sub Categories Different From Incomplete Application:

Member Withdrew	9	Applicants have a balance outstanding, are unable to receive the required documents from school and/or are no longer interested.
Non- Members	12	Applicants are not members; member service officers spoke with them to become a member.

Administration & Human Resource Unit

This report provides a structured and comprehensive overview of the Administration and HR Unit's activities aligned to the Association's Strategic Priorities:

- Service Delivery
- Human Capital Development
- Operational Efficiency

Throughout the year, the Secretariat remained committed to strengthening governance, supporting our members, enhancing staff capacity, and responding with compassion and resilience in times of challenge.

1.0 STRATEGIC PRIORITY: SERVICE DELIVERY

1.1 Strategic Objective: Improve Access to JCSA's Services

Annual General Meetings (AGMs) & Elections

In keeping with the Constitution of the Jamaica Civil Service Association (JCSA), Parish/Chapter Annual General Meetings were convened to facilitate the election of leadership and ensure continued representation of members.

Chapter Chairs and Executives were elected for the period January 2024 - January 2026 (two-year term). Elections for the 2026 - 2028 term were conducted across the thirteen (13) parishes, with one rescheduled meeting in Westmoreland due to unforeseen circumstances.

The Westmoreland Chapter's AGM was held on February 26, 2026, at the Westmoreland Municipal Corporation. In attendance were members of the Officer Corps and Secretariat. We extend congratulations to the newly elected Chapter Chair, Sis. Tamara Smith and express sincere appreciation to Sis. Delsie Malcolm, who did not seek re-election, for her years of dedicated service.

Election of Departmental Representatives

Departmental Representatives were elected for the period February 2024 – May 2026.

In accordance with constitutional guidelines:

- Elections for the 2026–2028 term are being conducted across all Ministries, Departments, and Agencies (MDAs) and continue to conduct elections in MDAs where representation remains outstanding.
- Representatives will serve a two-year term.
- Meetings are being held face-to-face to ensure maximum participation and transparency.

2.0 STRATEGIC PRIORITY: HUMAN CAPITAL DEVELOPMENT

2.1 Strategic Objective: People and Performance Management for Results

Staff Complement & Recruitment

As approved in the Strategic Plan, efforts were made to strengthen the Secretariat's staffing structure. We are pleased to welcome Dashanel Champagnie (Accounts Payable) and Latanya Samuda (Accounts Receivable). We warmly welcome them to the JCSA family and look forward to their contribution to our financial operations and overall organizational efficiency.

Recruitment activities also included interviews for:

- Accounting Clerk (Payables and Receivables)
- Minimart Truck Driver (Part-Time)

Staff Engagement & Development

A General Staff Meeting was held at JACISERA Park, which included a mental health presentation by Dr. Earl Wright, a motivational address by Mr. Bruce Scott and a strategic direction presentation by President Sis. Techa Clarke-Griffiths. The session was well received and reinforced our commitment to employee wellness, professional growth, and organizational clarity.

Employee Recognition

Mr. Carlous Berry was nominated as Employee of the Quarter (January - March 2025). His commitment to excellence and exceptional member service is commendable.

We also celebrate team members who successfully completed professional development programmes and those who proceeded on scheduled vacation leave in keeping with HR policy.

Compassion and Welfare

The Association extends heartfelt condolences to members of the Officer Corps, Council, staff and families who experienced bereavement during the administrative year. Additionally, following the passage of Hurricane Melissa, several staff members suffered severe damage to their homes and personal property. The Association responded with empathy and solidarity, focusing on relief support and care initiatives.

3.0 STRATEGIC PRIORITY: OPERATIONAL EFFICIENCY

3.1 Strategic Objective: Improve Member Satisfaction Rating

Our focus remains on reducing wait times while delivering professional, responsive and compassionate service to our members.

JCSA High Schools’ Debate Competition

Following the devastating passage of Hurricane Melissa, it was confirmed that several institutions within the Western Region sustained significant infra-structural damage. Consequently, the Debate Competition was postponed until further notice to allow affected schools adequate time to recover and ensure equitable participation.

The Debate Competition has since resumed effective February 2026 with dates as follows:

HIGH SCHOOL’S DEBATE COMPETITION	
Quarter-Finals	Wednesday, March 4, 2026
Semi-Finals	Tuesday, March 17, 2026
Third Place Play-off and Grand Final	Tuesday, March 31, 2026 (Tentatively)

Civil Service Week 2025

Due to the devastating impact of Hurricane Melissa across the island, particularly in the Western Region, a decision was taken to significantly scale down the planned Civil Service Week activities. Recovery operations were prioritized in support of public safety and national support efforts. Consequently, only the main Church Service was held

in Kingston at the Eastwood Park New Testament Church. The following events were cancelled:

- The Civil Servant of the Year Awards Ceremony
- All Jamaica Civil Service Association (JCSA) activities scheduled across the Regions
- The Civil Service Long Service Awards Ceremony, hosted by the Office of the Prime Minister.

Civil Servant of the Year Special Project - Melissa Relief The Manchester Chapter, in partnership with the Jamaica Civil Service Association (JCSA), the Ministry of Finance and First Heritage Co-operative Credit Union, hosted a handing-over ceremony on February 27, 2025, at the Sydney L. Basic School under the theme: “The Public Sector: Beyond Artificial Intelligence (AI).” The event brought together representatives from all partnering organizations, along with nominees for Civil Servant of the Year 2025. Media houses Television Jamaica (TVJ) and CVM Television were also on site, highlighting the significance of the occasion. In fulfillment of its commitment to the school community, the Manchester Chapter along with its partners undertook meaningful improvements, the renovation of the principal’s office and a nursery room.

Greetings were delivered and General Secretary Sister Tifonie Powell-Williams reaffirmed the Association’s continued commitment to service and community development. The ceremony concluded with refreshments, generously provided by Rerrie’s Restaurant, allowing attendees the opportunity to fellowship and celebrate the success of this collaborative effort.

Anniversary Celebration

The Jamaica Civil Service Association celebrated its 106th Anniversary on May 6, 2025. The event featured participation from several MDAs and was well supported by members.

Condolences

During the Administrative year, the Association expressed condolences to some of our members and close family members of our Council:

- President Techa Clarke-Griffiths on the passing of her uncle
- Bro. Michael Dixon on the passing of his mother

- The family and friends of Sis. Jody-Ann Bailey, former Chapter Chair - Jamaica Special Economic Zone Authority
- Bro. Craig Hurde on the passing of his grandmother
- Millicent Brown-Thompson on the passing of her father
- Sis. Millicent Morgan Stephens on the passing of her father
- The staff of the Department of Correctional Services on the passing of one of their colleagues
- The staff of the Bustamante Hospital for Children on the passing of one of their colleagues

Conclusion

Through resilience, collaboration, and visionary leadership, particularly under President Sis. Techa Clarke-Griffiths, the Secretariat continues to strengthen service delivery and uphold the proud legacy of the Jamaica Civil Service Association and remain committed to building an Association that serves with excellence, integrity, and heart.

Industrial Relations Unit Report

For the period March 2025 to February 2026

Over the review period, the Industrial Relations Unit recorded moderate increases in caseload, settlement and end employee engagement. There was a 12% increase in cases settled compared to the previous period. Case intake also rose by 9.5%, with a 16.3% increase recorded for office visits and call ins. This trend suggests growing reliance on the unit for guidance, dispute resolution, and a sustained demand for Industrial Relations support.

While productivity increased by 4.6% in average cases settled per Officer, persistent issues such as the performance appraisal dispute, restructuring concerns, and procedural breaches continue to impact workplace relations.

Compared to the previous period, there was a 9.5% increase in the number of cases received, a 12% increase in the number of cases settled, and a 4.6% increase in the average cases settled per Industrial

Relations Officer/Manager. It should be noted that the 2024/25 year covered ten (10) months, i.e. May 2024 to February 2025.

Office Visits and Call-In Details

The number of office visits and calls to the Industrial Relations Unit increased by 16.3% compared to the previous period. *(See table overleaf)*

Other Parameters for the period

There was a 67% increase in new court cases and an 11% increase in new interdiction cases compared to the previous period. *(See table below)*

Industrial Relations Highlights

Industrial Relations Training

The following members were awarded a Certificate of Achievement in Advanced Industrial Relations Training.

Bro. George Thorpe - IR Manager
 Bro. Junior Lattibeaudiere - Senior IR Officer
 Sis. Michelle Williamson - Member Services Manager
 Sis. Joy Harriot - Senior IR Officer
 Sis. Rosalind McKenzie - IR Officer
 Sis. Alecia Pusey - IR Officer

Emerging Priority Mental Health and Wellness

There is increasing evidence that workplace stress is contributing to grievances. Initiatives such as a Mental Health and Wellness Programme could further strengthen the IR Unit's support efforts by equipping members with practical coping and resilience skills to address issues such as:

- Stress Management
- Emotional Intelligence
- Depression
- Chronic Illnesses
- Work Ethics
- Interpersonal Relationships and Conflicts
- Mental Well-being

This could be carried out on a needs basis at the JACISERA Park Complex by appointment with trained counsellors and other professionals.

The Government of Jamaica has provision for Health Education and Counselling Services (Staff Orders for

the Public Service section 12.3.1) and also the Employee Assistance Programme at the Ministry of Finance and the Public Service, a worksite-based programme to provide employees, within a confidential framework, assistance in dealing with a range of personal problems which may be having a negative impact on their performance on the job (Staff Orders for the Public Sector section 12.6). Employees, however, are not utilizing these existing support services due to privacy concerns and lack of trust in employer-led programmes.

Conclusion

The reporting period saw increased activity, improved case resolution and growing employee engagement, but also highlighted systemic procedural weaknesses and emerging workplace challenges, particularly, in mental health and organizational change. Addressing these gaps proactively will be critical to improving workplace harmony, reducing disputes, and strengthening institutional trust.

OFFICE VISITS & CALL-IN DETAILS

Categories	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Total
Non-Payment of Benefits/Allowances	15	16	18	28	15	22	18	5	6	4	9	15	171
Performance Appraisal Issues	17	9	16	10	9	9	9	11	9	8	7	15	129
Non-Appointment	9	8	9	4	14	4	9	3	6	3	10	6	85
Other Issues/Queries	56	66	51	66	50	50	59	60	52	38	49	49	646
Total	97	99	94	108	88	85	95	79	73	53	75	85	1031

OTHER PARAMETERS

Categories	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26
Court Cases Brought Forward	1	1	1	1	2	3	3	3	3	3	3	3
New Court Cases	0	0	0	1	1	0	0	0	0	0	0	1
Interdictions Brought Forward	9	9	10	10	13	12	12	13	14	12	10	9
New Interdictions	0	2	1	3	1	0	1	1	0	0	0	0
Legal/Financial Assistance B/F	1	1	0	0	1	0	0	0	0	0	0	0
New Legal/Financial Assistance	1	0	0	1	0	0	0	0	0	0	0	0

STATISTICAL OVERVIEW

Categories	Mar 25	Apr 25	May 25	Jun 25	Jul 25	Aug 25	Sept 25	Oct 25	Nov 25	Dec 25	Jan 26	Feb 26	Total
Cases Brought Forward	96 20D/76G	99 19D/80G	104 22D/82G	108 21D/87G	97 24D/73G	103 26D/77G	97 24D/73G	101 25D/76G	104 24D/80G	98 25D/73G	99 23D/76G	96 20D/76G	
Cases Settled	17 1D/16G	21 1D/20G	13 2D/11G	29 5D/24G	17G	22 2D/20G	16 1D/15G	13 4D/9G	14 1D/13G	11 3D/8G	21 7D/14G	15 4D/11G	209 31D/178G
Pending Hearing/ Appeal	19	22	19	19	20	19	21	20	20	17	19	15	
New Cases	20 (G)	26 4D/22G	17 2D/15G	18 8D/10G	23 2D/21G	16G	20 2D/18G	16 3D/13G	8 2D/6G	12 1D/11G	18 5D/13G	17 1D/16G	211 30D/181G
Office Visits/ Call-Ins	97	99	94	108	88	85	95	79	73	53	75	85	1,031
Outstanding Cases	99 19D/80G	104 22D/82G	108 21D/87G	97 24D/73G	103 26D/77G	97 24D/73G	101 25D/76G	104 24D/80G	98 25D/73G	99 23D/76G	96 20D/76G	98 17D/81G	
Average Cases settled per IRO/Mgr	2.8	3.5	2.2	4.8	3.4	3.67	2.67	2.2	2.3	1.8	3.5	2.5	35.34

KEY: D represents disciplinary cases
G represents grievance cases

JACISERA Park

The following is a synopsis of activities, events or work done within the period March 2025 to March 2026.

Activities at JACISERA Park

The tables below outline the frequency of use of JACISERA Park facilities (Auditorium, Conference Room, Car Park, Field, Netball Court and Quadrangle) for activities and events during the reporting period.

CONFERENCE ROOM

Month	Rental	Enquiries for rental	JCSA or Affiliates
Mar-25	5	1	8
Apr-25	4	-	5
May-25	5	-	4
Jun-25	2	-	-
Jul-25	4	-	4
Aug-25	5	-	-
Sep-25	4	-	7
Oct-25	4	1	6
Nov-25	6	-	1
Dec-25	5	-	4
Jan-26	5	-	6
Feb-26	4	-	4
Total Usage for Period	53	2	49

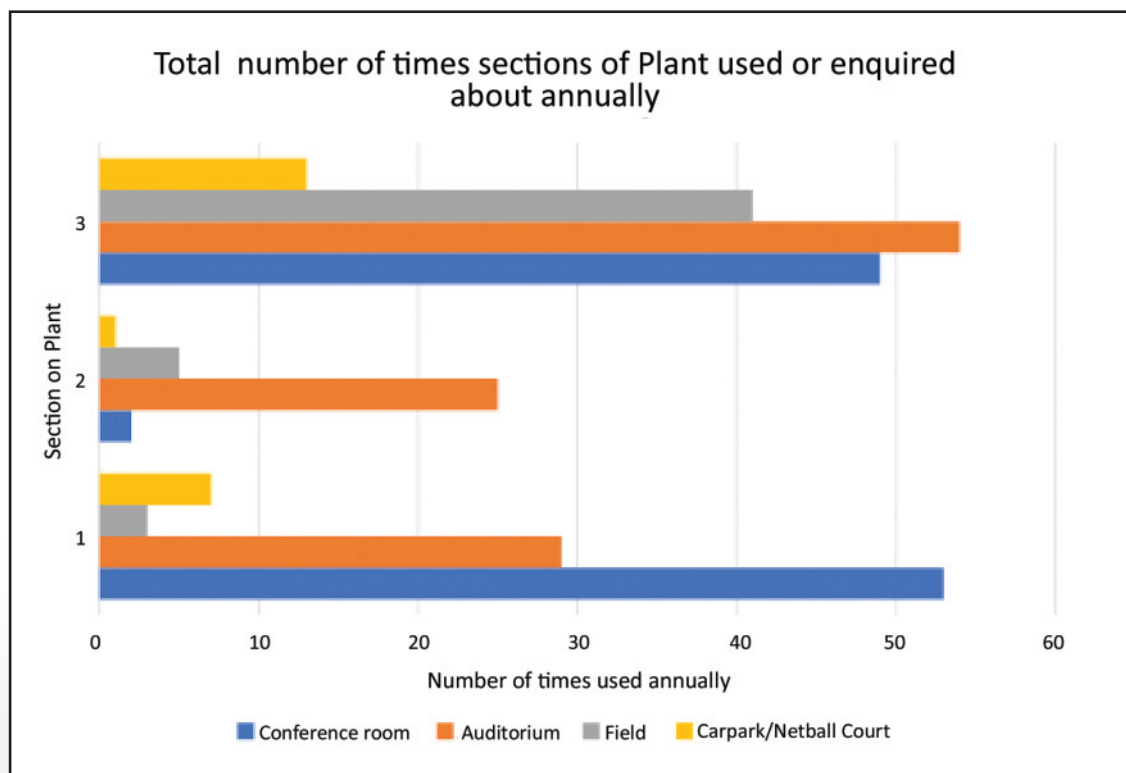
AUDITORIUM

Month	Rental	Enquiries for rental	JCSA or Affiliates
Mar-25	-	2	6
Apr-25	-	2	11
May-25	2	2	9
Jun-25	5	2	2
Jul-25	5	3	3
Aug-25	1	-	4
Sep-25	4	4	3
Oct-25	6	2	3
Nov-25	1	3	-
Dec-25	4	3	2
Jan-26	-	-	3
Feb-26	1	2	8
Total Usage for Period	29	25	54

FIELD

Month	Rental	Enquiries for rental	JCSA or Affiliates
Mar-25	-	-	6
Apr-25	-	2	11
May-25	-	-	9
Jun-25	-	-	2
Jul-25	2	-	3
Aug-25	-	2	4
Sep-25	-	-	3
Oct-25	-	-	3
Nov-25	-	-	-
Dec-25	-	-	-
Jan-26	-	-	-
Feb-26	1	1	2
Total Usage for Period	3	5	41

CAR PARK / NETBALL COURT/QUADRANGLE			
Month	Rental	Enquiries for rental	JCSA or Affiliates
Mar-25	1	-	4
Apr-25	-	-	9
May-25	1	-	-
Jun-25	1	-	-
Jul-25	-	-	-
Aug-25	-	-	-
Sep-25	-	-	-
Oct-25	-	-	-
Nov-25	-	-	-
Dec-25	2	-	-
Jan-26	1	-	-
Feb-26	1	-	2
Total Usage for Period	7	0	13



Gym - Member Attendance

The monthly total attendance of JCSA Gym members revealed several notable trends and patterns.

- Total attendance for the twelve-month period was **3,876 persons**.
- The average monthly attendance was **323 persons**.
- The highest monthly attendance recorded was **458 persons in July 2025**.
- The second highest monthly attendance was **452 persons in January 2026**.
- The lowest monthly attendance was **228 persons in April 2025**.

Overall, the attendance pattern suggests that gym participation was influenced by seasonal and motivational factors, with notable peaks occurring during mid-year and at the beginning of the New Year.

Servicing of Gym Equipment

Mr. Mark Edwards serviced all gym equipment bi-monthly ensuring they remained operational and functional. A new leg press machine along with 8 – 5lbs dumbbells, 8 – 10 5lbs dumbbells and 8 – 15 5lbs dumbbells were added to the inventory of existing equipment.

General Maintenance

Tarrant Drainage

Quarterly drainage maintenance at the Tarrant High School location, conducted by Mr. George Scott, was carried out in accordance with the bi-monthly Work Schedule for Drainage Cleaning from February 2025 to March 2026.

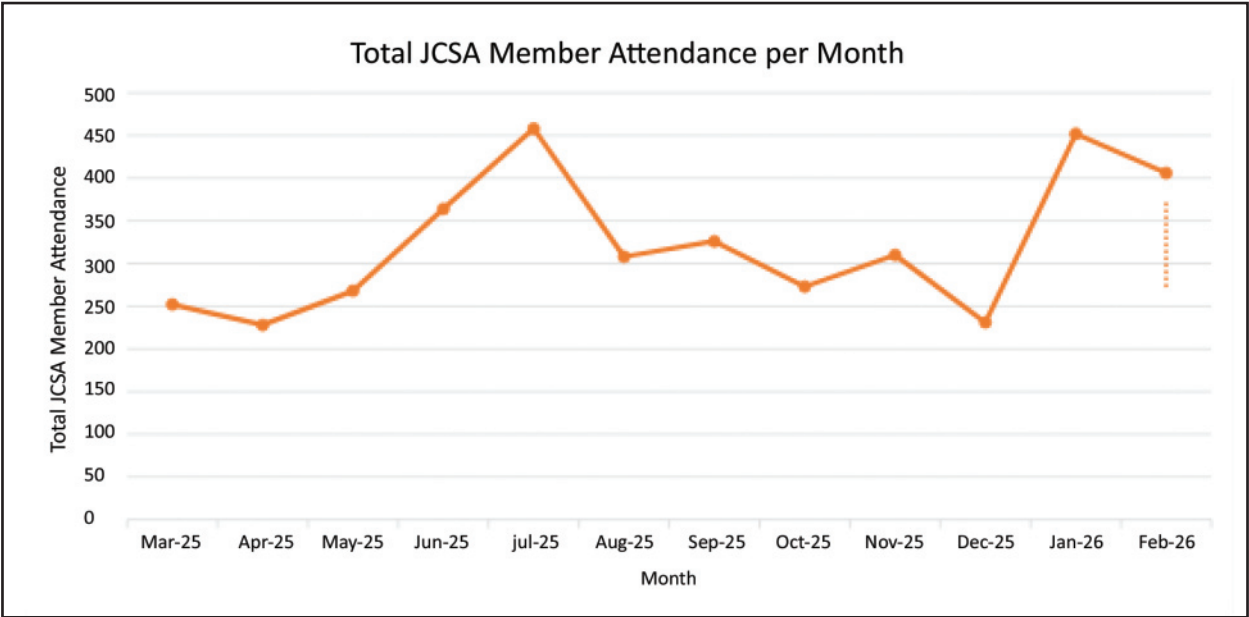
Hurricane Melissa

The facility was closed to the public during this time and the requisite safety precautions taken to mitigate against damage to the Plant’s physical infrastructure.

Court Maintenance

On February 10, 2026, the Sports Development Foundation removed two old netball hoops and replaced them with reversible basketball and netball hoops. The court was also repainted as a multipurpose facility.

On February 24, 2026, electrical work was done to replace worn out floodlights for the Netball Court and to install additional electrical circuits to facilitate another LED flood light.



Departmental Representative Reports

Bellevue Hospital

Overview

The report covers the period: June 1, 2024 March 31, 2026. It comprises information on some challenges, achievements and activity related to the staff of the Bellevue Hospital.

Challenges

Injuries on the Job

Concerns have been raised regarding the minimal attention given to staff who sustain injuries on the job, particularly those caused by patients.

Non-payment for Extra Hours Worked

Staff continue to report non-payment for extra hours worked, despite providing justification. Many have undertaken duties outside of stipulated working hours over several years without remuneration. While the Head of Department requires justification and pre-approval for work beyond regular hours, the exigencies of the service often necessitate overtime to meet deadlines.

Loss of Remuneration

Deductions are made for lateness, while staff are not consistently compensated for time worked beyond their scheduled hours. In nursing, for example, staff are required to remain on duty until relieved but are not compensated for this additional time unless they complete an entire extra shift due to an absent colleague.

Biometric System

Staff have expressed concern about being pressured to adopt the biometric attendance system using fingerprint verification. Many have indicated a preference for swipe cards, citing potential data protection risks.

Lack of Job Descriptions

The absence of formal job descriptions has resulted in uncertainty regarding roles and responsibilities, with some staff being reprimanded for duties not clearly assigned.

Achievements

Extra Hours Distribution

Extra hours are now more equitably distributed across staff categories in response to operational needs.

Flexi Work Hours

Staff have welcomed the approval of flexi work arrangements and are anticipating the opportunity to utilise this benefit.

Occupational Health and Safety

Although challenges persist, there have been some improvements in occupational health and safety conditions.

Industrial Relations Issues

Industrial relations challenges remain, with some matters still awaiting attention from the Human Resource Department. However, there has been a reduction in cases escalated to Head Office for intervention.

Membership Enrolment

Membership has grown steadily, increasing from approximately 424 members in June 2024 to 491 members to date. Recruitment and retention efforts will continue.

Key Activities

Presentation to Staff (Hybrid Format) A comprehensive presentation was delivered to staff covering various categories including:

- The role and core functions of the Departmental Representative
- Workers' rights and benefits of membership
- Membership enrolment process
- Outcomes of JCSA negotiations
- Updates on previous negotiations and responses from the Ministry of Finance and the Public Service
- JCSA's position on the 2025 - 2027 wage claim

Sis. Millicent Brown -Thompson

Departmental Representative

Kingston Public Hospital/Victoria Jubilee Hospital

Overview

This report focuses on staff welfare, workplace challenges and disciplinary matters affecting employees at Kingston Public Hospital and Victoria Jubilee Hospital during the period under review June 1, 2024 – March 31, 2026.

Staff morale remained generally stable; however, it continues to be affected by limited resources, heavy workloads, and infrastructural challenges. Staff frequently sought assistance from the JCSA regarding grievances, workplace conflicts, policy clarification and concerns about working conditions.

Challenges

Key challenges included understaffing, high patient volumes, inadequate equipment, malfunctioning air-conditioning units, non-functioning sluices and overcrowded wards. These conditions continue to negatively impact staff productivity and overall wellbeing.

Intervention & Advocacy

The representatives intervened in several disciplinary matters, ensuring that staff received fair representation, due process and support during meetings with management. Emphasis was placed on counselling and corrective approaches rather than punitive measures. Support was also provided through guidance on Public Service Regulations and labour laws, with unresolved matters escalated to the JCSA Secretariat where necessary. Efforts were made to improve communication between staff and management and to encourage participation in union activities, including the Annual General Meeting and JCSA sporting events.

Member Engagement and Communication

Engagement with the JCSA President, Mrs. Techa Clarke Griffiths and her executive team allowed members to raise concerns directly. Following Hurricane Melissa, the union provided welfare support through the distribution of care packages to affected members.

Outstanding Issues

Several critical matters remain unresolved, including the non-remittance of statutory deductions by SERHA

and delays in overtime payments. These issues continue to affect the financial stability and morale of staff.

Conclusion

Despite these challenges, the JCSA remains committed to advocating for improved working conditions, increased staffing, better resource allocation, and greater transparency in administrative processes. The dedication of staff to patient care remains commendable and continued collaboration with management is essential to addressing these ongoing concerns.

Bro. Ricardo Anderson
Sis. Sandra Mendez Williams
Departmental Representatives

National Public Health Laboratory and Blood Bank

Overview

Over the past two years, the focus has been on strengthening our collective voice and improving the well-being and safety of our workers. This report outlines the key activities, achievements, and challenges faced during the reporting period.

Meetings

DEPARTMENTAL MEETINGS - NPHL & BB		
Meetings held	Attended	Absent
9	8	1

Two (2) General Council Retreats were held at the Grand Palladium Hotel during the reporting period. Presentations focused on:

- Understanding the Grievance Process
- Understanding Jamaica’s Labour Law
- Leading with emotional intelligence
- AI in the workplace
- Grievance Policy for the Public Sector
- Managing Grievance for Organization Stability and
- Building Your Image

Membership Enrolment

MEMBERSHIP ENROLMENT - NPHL & BB	
Total Members	107
New Applications	15
Members Resigned	6
Retired Members	2
Re-assigned	3

Unfortunately, one of our members, Sis. Rose Marie Faulkner, transitioned on December 26. We offer our condolences and prayers to her family and friends.

Member Engagement and Communication

A WhatsApp group was created for members to share vital information from the Union and to listen to the member’s grouses.

Representation and Member Support

Members have benefited from the Members’ Assistance Program to cover funeral expenses and additionally benefited from the Education Grant.

On October 9th, 2025, I was invited by the President of the JCSA along with her team to meet with the Permanent Secretary of Health to discuss issues being faced by workers within the Ministry. These issues are currently being addressed. Punctuality and non-performance are now major issues within the Ministry of Health.

Minimart Sale days were hosted at various entities across the island.

JCSA Mutual Thrift

Forty-four (44) members of staff joined the Mutual Thrift Society and benefited from their various products and services. Complaints have been raised regarding the excessive interest rates applied to the various loan products offered, as well as the number of sureties required to guarantee them.

JCSA ID Cards

99% of NPHL/BB members are now in receipt of their JCSA ID. The JCSA has implemented an online system where your info and picture are submitted using Google Docs and your ID is prepared.

Training

Departmental Representatives were invited to take part in the Events Planning and Events Coordinator Course, a collaboration of the JCSA and the HEART/Trust NTA. The Seminar was held on May 10th at the O’Neil Grant Auditorium and as part of a group assignment, a Domestic Violence Awareness Seminar was executed under the theme, “Tackling the Vexed Issue of Domestic Violence”. In August, an individual assessment was conducted for both Events Planner and Coordinator, and our representative scored 98 and 100, respectively.

Sis. Latoya Brown JP
Departmental Representative

Jamaica Cultural Development Commission

Overview

This report is based on a review of activities for the reporting period April 2025 to April 2026.

A significant portion of the work involved managing grievances, both formal and informal and addressing differing interpretations of contracts and job descriptions. Ongoing concerns regarding payments and allowances required persistent follow-up, with some matters still outstanding. Efforts were also directed towards identifying and addressing unfair procedures, reinforcing the need for vigilance and accountability in safeguarding the rights and wellbeing of members.

Membership Enrolment

Current membership accounts for approximately 80% of the staff. During the year, efforts were made to recruit new members and retain existing ones through active engagement and support.

MEMBERSHIP ENROLMENT - JCDC		
Current Membership	New Members	Resigned
85	7	5

Representation and Member Support

Representation was made in an effort to address concerns regarding the implementation of Circular No. 19, Extra Hours Worked (EHW). The matter was

escalated through the President of the Union, who subsequently came and met with the management. The issue has now been further escalated to the Permanent Secretary in the respective Government Ministry for review and intervention.

Achievements/Improvements

There have been 9 notable cases that were amicably resolved.

Meetings

Regular meetings of the JCSA were attended by the delegate, including the AGM and the annual conference/retreat. All quarterly meetings were held with attendance averaging 90% of members. Matters addressed included:

- Updates on a major collective grievance which is ongoing.
- Explanation of new circulars and official government documents
- Discussion of new initiatives for more social interaction
- Awareness of disciplinary procedures in the workplace
- Handling matters to do with industrial relations

Recommendations

There was a major challenge in communication between management and staff. JCSA President Techa Clarke Griffiths recommended that HR establish good relations with JCSA delegate(s) in order to get feedback on the true sentiments of workers.

Sis. Ivory Crooks Campbell

Departmental Representative

Ministry of Local Government and Community Development

Overview

This report outlines the activities and achievements for the period June 1st, 2024 to May 31st, 2026. The period reflects consistent engagement with members, strengthened collaboration with management, and a continued focus on member welfare and organisational development.

Member Engagement and Communication

Engagement with members was maintained through regular communication via WhatsApp, email, and face-to-face interactions. Representatives attended all quarterly meetings, where updates were shared and members kept informed of relevant developments within the Ministry and the Association.

Annual retreats, held at the start of each year in June, further strengthened cohesion among Delegates and the Officer Corps, while supporting team building and capacity development.

Member Support

Departmental Representatives provided continuous support to members through guidance, advocacy and direct intervention. Assistance was given in accessing educational support for members' children, tertiary grants, counselling services and medical assistance where required.

Grievances raised during the period were successfully addressed through collaboration with the Human Resource Department.

Collaboration with Management

The Departmental Representatives worked closely with management during the Ministry's restructuring exercise, supporting initiatives aimed at improving operational efficiency and staff development.

Support was also provided for training requests, tuition refunds and access to the Ministry's tertiary revolving loan facility, contributing to staff capacity building and improved performance.

In collaboration with the JCSA President, Sis. Techa Clarke-Griffiths, and Sector Focus Leader, Bro. Kelvin Thomas, a proposal was developed to guide the implementation of the Ministry's upgraded organisational structure. The proposal was accepted by the Permanent Secretary, resulting in the correction of several irregularities identified during the compensation review process.

Achievements / Improvements

- Active participation in training sessions and workshops, enhancing skills and knowledge
- Strengthened collaboration with management during restructuring initiatives

- Improved access to staff development opportunities, including training and educational support
- Increased JCSA membership, with ongoing recruitment of new staff into the Association
- Enhanced communication and information sharing with members

Key Highlights

- Strengthened relationships with members and management
- Improved communication and information sharing across the Ministry
- Enhanced skills and effectiveness through training and workshops
- Demonstrated a strong and consistent commitment to member welfare

Sis. Racquel Campbell

Suzette Grant

Departmental Representatives

Ministry of National Security & Peace

Overview

This report is based on a review of the year's activities at a meeting held on February 3rd, 2026 at NCB North Towers' Training and Conference Rooms. The past year has been eventful with navigating a General Election, Hurricane Melissa and mourning the loss of loved ones and colleagues. We remain ready and willing to serve.

Member Engagement and Communication

The Intranet remains our primary tool for connecting with both current and prospective members. By utilizing our "ALLMNS&P" email group, we reach over 400 staff members. Via the JCSA MNS WhatsApp Group, we ensure members are kept abreast of key activities including but not limited to scholarship and grant opportunities, JCSA AGM, birthday celebrations and relevant circulars from the Ministry of Finance and the Public Service.

We also prioritize one-on-one meetings upon request.

Membership Enrolment

Membership increased by 10 new members who were presented with welcome packages which included JCSA lapel pins, during the period under review. A total of 158 staff are currently represented. Continued efforts are being made to recruit new members and retain existing ones through active engagement and support.

Intervention & Advocacy

General concerns were raised with the Ministry's leadership regarding restroom facilities, elevator maintenance and dust nuisance. Notable improvements have been observed in bathroom maintenance and supplies. While elevator repairs are ongoing, significant progress has been made and the dust issue has been largely minimised.

Regarding Flexi-Work Arrangements (FWA), implementation remains pending. Following a recent meeting with the Head of Corporate Services and team, a timeline is being finalised for Phase One (staggered work hours) in line with Office of the Prime Minister directives. Continued advocacy is encouraged to ensure full implementation of FWA aligned with the 40-hour work week, helping to ease the physical and financial burden of daily commuting.

Representation and Member Support

Financial support remains a priority and we encourage members to stay alert for future scholarship and grant opportunities. During this period, two (2) members received educational grants totaling \$70,000 with one member receiving \$135,000 towards medical expenses.

Support was also provided to members during grievance hearings related to the PMAS process.

Sis. Steffani King-Halstead (Executive Member)

Sis. Shauna Scott

Departmental Representatives

South East Regional Health Authority
(Regional Office)

Overview

This report covers the period May 1st, 2024 to April 30th, 2026, based on a review of activities at a meeting held on February 17th, 2026. The period was characterised by active representation, advocacy and consistent engagement with members to address workplace concerns and improve communication.

Member Engagement and Communication

A JCSA WhatsApp group was established on April 19th, 2024 to facilitate real-time communication and the timely sharing of information. Engagement was further maintained through departmental visits and informal meetings, allowing members to raise concerns and receive updates from the JCSA Executive and Secretariat.

Representation and Member Support

Support was provided on a range of matters, including occupational health and safety concerns, working conditions and employment related issues. Two industrial relations matters were escalated to the JCSA for further action.

Additionally, two members’ children were awarded JCSA PEP-In Up Scholarships for the 2024/2025 academic year.

Collaboration with Management

An introductory meeting was held in June 2024 with the then Regional Director, Mr. Errol Greene, who expressed his commitment to collaborative engagement.

Several meetings were held with the Director of Human Resource Management and Industrial Relations and HR managers to address key issues, including Occupational Health and Safety concerns and the non-advancement of temporary workers in excess posts, which was escalated to the Ministry of Finance and the Public Service (MOFPS); the response confirmed that such officers are not eligible for advancement.

Meetings

All General Council meetings were attended, where member concerns were raised and guidance sought.

Key matters included:

- Tuition grants for members pursuing overseas professional courses (now accessible when available)
- Late remittance of salary deductions
- Payment of mileage to officers receiving a fixed upkeep allowance (subsequently addressed via MOFPS circular, with payments made)
- Non-advancement of temporary workers
- Compensation review anomalies

A presentation was delivered at the Accounts Department Unit meeting on September 27th, 2024, highlighting the benefits of JCSA membership and the importance of communication in resolving grievances. Although no general departmental meeting was convened, departmental visits and informal meetings were held to update members and gather feedback.

Membership Enrolment

MEMBERSHIP ENROLMENT - SERHA (RO)		
Current Membership	New Members	Retired/ Resigned
86	13	2

Efforts were made to encourage membership and strengthen engagement, including promoting the benefits of union representation during meetings and interactions with staff.

Wage and Fringe Benefits Claim

Following consultations with members, a Wage and Fringe Benefits Claim for the period April 1st, 2025 to March 31st, 2027 was compiled and submitted to the JCSA Secretariat.

Key proposals included:

- Increase in sick leave from 10 to 15 days, including an additional five (5) days for mental health
- Reinstatement of qualification increments

- Establishment of mandatory sick bays within MDAs
- Implementation of flexible work arrangements, including work-from-home options
- Alignment of the RHA pension scheme with the OSC pension scheme, particularly regarding continued health insurance coverage

Outstanding Issues

Ongoing concerns include the non-advancement of temporary workers and anomalies arising from the compensation review, which require continued advocacy and monitoring.

Sis. Yaneek Crawford

Departmental Representative

Tax Administration Jamaica - King Street Location

Overview

The period under review (June 2024 to May 2026) for representatives of Tax Administration Jamaica (TAJ), King Street and its members can best be described as one of transition, adjustment and resilience.

Operations were significantly affected by building renovations impacting both the first and second floors, resulting in the displacement of several units. Additionally, the Audit Unit was relocated from Oxford Road to King Street due to renovation activities. Despite these disruptions, members demonstrated remarkable flexibility and professionalism in adapting to the changes.

The expansion of the organisation's Remote Work Policy also marked a key development. Compliance Officers and Auditors were equipped with the necessary tools to perform aspects of their duties remotely, ensuring continuity in productivity and service delivery.

Management Engagement

Amid these challenges, the General Manager, Mrs. Christine Webb, maintained an open-door approach, actively engaging staff, listening to concerns, and faci-

tating the resolution of workplace issues where possible.

Compensation Review Impact

The implementation of the Compensation Review continues to have a lingering effect on members. While non-travelling officers benefited significantly, travelling officers have expressed concerns regarding their placement within the salary structure and the percentage increases received. Particular concern remains among Level 3 officers placed at the maximum of their scale, limiting opportunities for further progression. These issues continue to contribute to member dissatisfaction.

Member Engagement and Communication

Sustaining consistent engagement proved challenging due to operational demands and workplace adjustments, resulting in fewer general meetings. However, representatives maintained contact through unit-level discussions, particularly within NMVR, SET and Compliance, as well as through WhatsApp, which proved effective for sharing updates and promoting JCSA initiatives such as the radio programme "How Sweet the Fruit."

Support was also extended to members at the East Street location, where conflicts arose between staff and management. Through consultation and engagement, one matter has been resolved, while the other remains under review by the Association and continues to be addressed.

Workplace Environment Concerns

Air quality issues at the King Street location have been raised by the members. Two (2) assessments have been conducted by management but to date remains unresolved. In response to the concerns expressed by affected employees, management, however, has allowed members, experiencing symptoms believed to be associated with the environment, to work remotely up to two days per week.

Membership Enrolment

Some non-members indicated that they had resigned their membership due to concerns they felt were not adequately resolved. This feedback reminds us that the

strength of any association lies not only in its structure, but in the confidence and trust of its membership.

MEMBERSHIP ENROLMENT - TAJ	
Total Surveyed Employees	119
Members	84
Non Members	35
New Applications	4

Areas for Improvement

Several areas for improvement have been identified. These include:

- Increasing the frequency of general meetings with members
- Introducing a “Desk for the Day” initiative to improve direct accessibility and engagement with the JCSA
- Enhancing promotion of the Association’s programmes and benefits

Bro. Shawn Mitchell
Sis. Megan Malcolm
Departmental Representatives

Institute of Jamaica

Overview

During the period of review, the Departmental Representatives continued to play active roles in member representation, engagement and support.

Meetings

The last Departmental Meeting was held on Wednesday, December 3, 2024 at 2 p.m. in the IOJ Lecture Hall where a presentation was done by Mr. Jeremy-Paul Bennett of the Jamaica Cooperative Insurance Agency. President Clarke-Griffiths provided updates and answered questions from members and prospective members.

The IOJ was represented at the Annual General meeting in May 2025 and at the General Council Retreat that was held in June, 2025. The IOJ also maintained representation at General Council meetings throughout the period and shared information was shared through the IOJ members’ WhatsApp group and email.

Committees and JCSA Activities

Both Departmental Representatives continued to serve on the Members Service and Affiliations Committee.

We participated in Discount Drives during February and October 2025 in the parishes of St. Catherine and St. Andrew, respectively and participated in Hurricane Melissa relief efforts for affected members in western Jamaica.

Membership Recruitment

Membership recruitment remains ongoing highlighting benefits to current staff members and to new employees during orientation sessions.

MEMBERSHIP RECRUITMENT - IOJ		
New Members	ID photos	JCSMTS Recruitment
8	23	13

As at March 31st, 2026, total membership stood at 105, representing 50% of the staff complement. This reflected a 23% increase over the previous year. During the period, there were seven (7) resignations, six (6) of whom left the organisation.

Desk for the Day

The “Desk for the Day” initiative was held in August 2025, featuring representatives from the JCSA and the Jamaica Civil Service Mutual Thrift Society.

Welcome Packages

As of October 2024, all new members received welcome packages from the Secretariat through the Departmental Representatives which included a welcome letter, lapel pin and brochures about the Union.

Minimart Sale Day

IOJ hosted a Minimart sale day in April 2025, providing members’ access to discounted goods.

Dispute Resolution

During the period, two members attended clarification meetings with the Accident on the Job Committee, accompanied by a JCSA Departmental Representative. While no matters escalated to formal hearings, Departmental Representatives provided guidance and clarification on several member concerns.

Gift Vouchers

In August, the Departmental Representatives received ten (10) Kingston Bookshop gift vouchers from the Secretariat for distribution to members. These were primarily awarded to parents or guardians of children who sat the 2025 PEP examinations or are preparing to sit the 2026 examinations. Recipients expressed sincere appreciation for the gesture.

Other Achievements

Both representatives successfully completed the Management Institute for National Development (MIND) and JCSA course, Making Effective Public Policy. Departmental Representatives will be better able to support the strategic development of the Union and improve their overall contribution to the Institute of Jamaica (IOJ).

Both representatives were recognized at the May 2025 AGM for 5 years of dedicated service.

Sis. Tracy-Ann Sinclair-Stewart
Sis. Netollia Fairweather-Simms
Departmental Representatives

Shortwood Teachers' College

During the period under review, members sought guidance, clarification and support as they navigated the challenges and changes implemented by the new administration. Reactions varied with heightened expectations.

Grievances

Three meetings were convened during the reporting period to address grievances of which two were resolved. The 3rd has been escalated to the Human Resources Department for further intervention; however, to date, no follow-up meeting has been held.

Grants

Under the Ministry of Finance's Tertiary Grant Programme for Public Sector Workers, three members currently pursuing Bachelor's degrees were successful in their application. Additionally, three members who applied under the Tertiary Grant Programme for Children of Public Sector Workers were also successful.

Membership

Six (6) new members were enrolled with no withdrawals during the period. We welcome all new members and encourage prospective members to complete their applications. Welcome our new Human Resources team member, Ms. Stacy Clarke.

A membership check-off template was received; however, it has not yet been submitted.

Desk for a Day

The planned initiative for late 2025, did not materialize due to the extensive activities associated with the College's 140th anniversary celebrations.

The meeting requested for October was postponed due to Hurricane Melissa and was subsequently rescheduled for November, then January; however, due to ongoing challenges, it was ultimately not convened.

Sis. Annette Edwards
Departmental Representative

Ministry of Justice and Constitutional Affairs**Newly Elected Departmental Representatives**

Sis. Trudy Brennan, JP and Bro. Craig Hurde were elected by members of MOJCA staff for the Administration Year as at December 14, 2024 for a two (2) year tenure.

Industrial Relations/Grievance Matters

Approximately four (4) written communiques were submitted of which two (2) were grievances and one (1) a disciplinary matter. Forty-five (45) members were assisted via telephone or walk-ins seeking industrial relations advice and other work-related matters, such as the concerns about mold in work spaces, MLCA and MOJ merger, JCSA membership and benefits, ID requests, Mini-Mart Access, etc.

Work-related Matters

Seven (7) work-related concerns were raised and/or addressed on behalf of our members. Additionally, forty-five (45) informal enquiries and discussions were undertaken to further engage on and seek resolution.

MOJCA 1st Quarterly Members' Meetings

Four (4) members' meetings were held during the period under review using both hybrid and virtual formats.

The first meeting, held in a hybrid format (face-to-face and via Zoom), recorded attendance of 120 members - 56 attending in person and 64 online. Discussions focused on matters requiring Human Resource clarification relating to policies, procedures and benefits. Updates were also provided by the JCSA Secretariat on member support, advocacy efforts, workplace conditions and ongoing initiatives affecting staff.

Virtual meetings held on September 26th and September 29th, 2025, addressed mold-related concerns within the workplace. Discussions centred on the impact on staff health and well-being, ongoing workplace challenges, and measures to address the issue. The September 29th meeting served as a follow-up to facilitate broader participation and more comprehensive discussions.

The final virtual meeting, held on December 15th, 2025, was attended by 21 members. The session provided an open forum to address staff concerns, discuss advocacy priorities, provide member support, and update members on initiatives aimed at improving workplace conditions and other staff-related matters.

MOJCA MEMBERSHIP GROWTH/RETENTION

To date MOJCA's Membership stands at One Hundred and Sixty-Eight (168) ranging from top Executives to Non-Supervisory Levels.

Sis. Trudy Brennan, JP

Bro. Craig Hurde

Departmental Representative

**MEMBERSHIP - MINISTRY OF JUSTICE &
CONSTITUTIONAL AFFAIRS**

Month	Members B/F	New Applicants	Resignation/ Termination	Total-To-Date
Nov-24	114	-	-	114
Dec-24	114	-	2	112
Jan-25	112	7	-	119
Feb-25	119	-	8	111
Mar-25	113	20	-	133
Apr-25	133	-	-	133
May-25	133	2	-	135
Jun-25	135	-	-	135
Jul-25	135	1	-	136
Aug-25	136	2	-	138
Sep-25	138	-	-	138
Oct-25	138	-	1	137
Nov-25	137	46	-	183
Dec-25	183	-	3	180
Jan-26	180	-	12	168
Feb-26	168	-	2	166
Mar-26	166	2	-	168

**MUTUAL THRIFT MEMBERSHIP GROWTH/RETENTION
DECEMBER 2024 – JANUARY 2026**

Month	Members B/F	New Thrift Applications	Resignation/ Termination	Total
Nov-24	46	-	-	46
Dec-24	46	-	-	46
Dec-25	46	34	-	80
Jan-26	80	-	6	74

PUBLIC RELATIONS AND COMMUNICATION

Communications Shared with Members via WhatsApp Group	Number
Photos	346
Videos	24
Circulars / Documents	44
Audio Files for Interviews Shared – "How Sweet the Fruit"	36

Ministry of Finance and the Public Service (MOFPS)

Overview

This report is based on a review of activities for the reporting period June 2025 to May 2026.

Quarterly Meetings

Meetings were held on April 2 and October 1, 2025, and March 13, 2026, with participation from the MOFPS Departmental Representatives, who also oversee the Office of the Services Commission (OSC), Financial Investigations Division (FID), and Revenue Protection Department (RPD).

Back-To-School

Through the President's Back-to-School initiative, book vouchers and scholarships were distributed to members, who expressed appreciation for the gesture especially in light of rising costs.

Grievance Cases

In FY2025/26, the MOFPS began the recovery of salary overpayments from employees misplaced on the salary scale, a number of whom are JCSA members. At least one member resigned in frustration over the pace of resolution, though they have committed to rejoining should the matter be resolved in members' favour. Under JCSA guidance, affected employees filed a grievance against the Ministry, represented by the Financial Secretary. Stage 1 has been completed; however, while the Association awaits the start of Stage 2, the Ministry has proceeded with authorising monthly deductions to recover the outstanding amounts.

Achievements

- Brother Xavier Hutchinson was awarded Most Improved Departmental Representative for 2024/25 by the President, and was also privileged to introduce the Guest Speaker, Ms. Paula Lewellyn, Director of Public Prosecutions, at the JCSA's 2025 Annual General Meeting.
- The JCSA Minimart participated in the MOFPS's Farmer's Market, drawing strong support from members and staff alike.
- A meeting was held with the Financial Secretary to discuss issues affecting employees and to present recommendations for her consideration.

Recruitment

Active recruitment took place over the period, which included 10 new persons from the Office of the Services Commissions.

Resignations

Reasons cited for Resignation/Departure included:

- Dissatisfaction with the recently implemented compensation restructure
- Increase in the 1% monthly union fees
- JCSA's perceived inability to resolve the salary grievance in a timely manner
- Migration
- External job opportunities
- Death

Challenges

Occupational Safety and Health concerns were raised with relevant personnel within MOFPS following a series of car battery thefts and subsequent reports of vehicles being stolen from Ministry car parks. To date, no response has been received from the HRMD. The Departmental Representatives will continue to advocate firmly for its members.

Bro. Jamin Wedderburn

Bro. Xavier Hutchinson

Departmental Representatives

National Insurance Scheme

Overview

This report outlines the activities, challenges, achievements and representation undertaken during the reporting period and the efforts made to support members' concerns.

Membership

Current membership stands at sixty-four (64), inclusive of seven (7) new members.

Education Grant

Members benefited from the education grant programme. Three (3) book vouchers were awarded to selected members based on identified needs for the 2025 academic year.

Unauthorized Salary Deductions

Staff members experienced deductions from their salaries without any prior written or verbal communication from the Human Resources Department or the Accounts Department. Proper protocol and transparency should have been observed. As a result, it caused financial hardship and concern amongst employees.

Delays in Post Appointments

The prolonged delay in issuing official appointment letters to the majority of staff members is creating uncertainty and adversely affecting both morale and professional stability.

Motor Vehicle Concession

The delays in formal appointments directly affect Inspectors' ability to benefit from this concession, which creates inequity, as officers are performing the duties but are not being recognized substantively in the role.

Duty Concession Eligibility

It has also been communicated that persons appointed after 2022 are not eligible for this benefit, which creates disparity between employees performing similar roles and receiving different benefits based solely on their appointment date.

Inspector Burnout and Leave Constraints

Inspectors are currently experiencing significant burnout due to an increased workload and the inability to take accumulated leave, especially while acting in a higher post. This is unsustainable and poses serious risks to both staff wellbeing and productivity."

Discrepancies

- **Compensation/Post Appointments**

Concerns have arisen under the new compensation structure, as Inspectors formerly at the AM2 level and Compliance Officers previously at the AM3 level have both been placed in SEG2 posts. This has raised issues regarding grade alignment, salary protection, equity among officers performing similar duties, and the accuracy of the job-mapping process. Clarification is urgently needed to ensure fairness, transparency, and compliance with the compensation framework.

- **Acting Allowance**

Staff members received acting appointment letters effective January 2nd, 2025; however, no compensation was provided for January 1st, 2025, resulting in payment discrepancies and concerns regarding continuity of service. Additionally, delays in the processing and payment of acting allowances have caused financial strain and uncertainty for affected staff already performing additional responsibilities.

Sis. Sheryl Williams, JP

Departmental Representative

Jamaica Constabulary Force - HR Division

Overview

This report is based on a review of activities for the administrative period 2025/2026. The Human Resources Division of the Jamaica Constabulary Force is responsible for civilian employees, including clerical, administrative and auxiliary staff within the Department.

Visit

During the 2025/2026 administrative period, the Department was honoured by a visit from President Techa Clarke-Griffiths and her team. Staff members were presented with JCSA pins and given the opportunity to engage directly with the President.

Meetings

Staff meetings addressed key matters, including:

- Approval of three incremental movements for the period 2022- 2025
- Explanation of the Extra Hours Work Policy, which was subsequently implemented
- Distribution of JCSA membership application forms, resulting in over 20 new applications
- Information on grant applications for members with children attending high school
- Encouragement for timely submission of applications for students entering tertiary institutions

Membership Assistance

Cheques ranging from \$3,000 to \$5,000 were distributed to members to assist with the purchase of books and school supplies ahead of the September 2025 school term.

Workplace Conduct & Discipline

Members were reminded that union membership does not exempt employees from accountability, and were encouraged to uphold the highest standards of discipline, integrity, and professional conduct in all aspects of their work, both on and off the job.

Sis. Carlene Harrison

Departmental Representative

Jamaica Dental Nurses Association**Overview**

This report is based on a review of activities for the reporting period March 2024 to March 2026. It highlights our commitment to effective representation, leadership and advocacy on behalf of our members.

General Council Meetings and Retreat

The department was actively represented throughout the year.

Representation and Engagement

The representative was on hand to:

- Provide support and assistance to our members and liaise with the JCSA Secretariat and Officer Corps when needed.
- Sensitize the Constituents of their rights
- Inform members of their benefits and discounts at various entities and also at our MiniMart
- Encourage members to join the Jamaica Civil Service Mutual Thrift Society
- Inform members of our JACISERA Park facilities and events
- Promote jobs, educational opportunities and scholarships via WhatsApp and other media.
- Provide support for members who lost loved ones or property
- Keep members updated on current and upcoming events re the development of the JCSA

- Serve as a Committee Member of the WAC
- Assist members when needed during the transition to the MYHR+ platform which had some challenges.

The year was a challenging one, notwithstanding the impact of Hurricane Melissa. Much of our success, however, resulted from the invaluable support and cooperation of the Association's members and the Secretariat.

Sis. Judeen Madden

Departmental Representative

**Office of the Cabinet /
Office of the Prime Minister****Overview**

This report is based on a review of activities for the reporting period May 31, 2024 to April 8, 2026. It highlights our commitment to effective representation, leadership and advocacy on behalf of our members.

Meetings

During the reporting period, four (4) departmental meetings were held and all General Council (GC) meetings were attended. with active participation in discussions and decision-making processes.

Communication

Weekly communications were disseminated via email and WhatsApp which maintained transparency and encouraged member engagement.

Social Activities

Several initiatives were undertaken to promote staff engagement, morale, team building and wellness, including participation in marathons, the hosting of a Culture Day, and staff sensitisation sessions on various topics.

Membership

The total combined membership stands at **116**, (**OoC** - 14 members, **OPM** - 102 members)

Grievances

There were no reported grievances or incidents.

Concerns

There has been no update provided regarding the status of the canteen or food facilities for staff and PMAS compliance currently stands at 23 %.

Bro. Richard Hutchinson

Departmental Representative

Administrator General's Department**Overview**

This report is based on a review of activities for the reporting period March 2024 to March 2026.

Departmental Representative Elections

Sisters Latoya Williams and Opal Bryan were unanimously returned as Departmental Representatives for the Administrator General's Department for the 2024 - 2026 term, having been previously elected in 2021.

Membership

The current membership stands at 63 members, representing approximately 60% of the staff complement. Nine (9) new members were recruited while eight (8) members resigned. We continue our recruitment efforts.

Communication

Effective communication remains a cornerstone of our representation. This is achieved through:

- Regular meetings (group and one-on-one sessions). Following each **General Council Retreat**, an in-person meeting is convened to update members and to strengthen engagement.
- Dedicated members' email mailing list
- Active engagement via WhatsApp
- Responding to queries and facilitating discussions.

Representation and Engagement

Several meetings were held with Human Resources, including engagements with the CEO and HR team, to address staff concerns and workplace issues in a collaborative setting. These discussions have been generally productive and contributed to improved dialogue between stakeholders. The Departmental Representative

also secured a standing space on staff meeting agendas, which has been used to ensure a continuous flow of information, represent members' interests and encourage non-members to join the Association.

Industrial Action and OSH Concerns

During 2025, a noticeable increase in Occupational Safety and Health (OSH) issues prompted a formal protest action in July 2025, following management's insufficient response to persistent staff concerns. The action was undertaken with the full support of the President, Sector Leader, and Executive Team and yielded the following outcomes:

- Meetings with key stakeholders, including the Ministry of Labour and Social Security (MLSS)
- Temporary closure of the office for remedial works spanning five and a half months
- Implementation of Flexible Work Arrangements (FWA)
- Return to the office in January 2026, with FWA continuing

Sis. Latoya Williams

Sis. Opal Bryan

Departmental Representatives

Auditor General's Department**Overview**

Over the past two years since our election as departmental representatives, we have remained actively engaged in representing the interests of the membership in the Auditor General's Department.

Membership

The department currently comprises eighty-six members, including approximately six new members. Over the period, the department has continued to experience a high rate of attrition, due mainly to resignations and, to a lesser extent, retirements. These changes have underscored the importance of consistent representation, communication, and advocacy on behalf of staff.

Activity Summary

- Attended one special and six regular quarterly General Council meetings to date.

- Provided updates from the Union to members through emails, WhatsApp group chats, individual conversations in person and by telephone, as well as at Senior and General Staff Meetings.
- Made recruitment presentations to new staff members during orientation and onboarding sessions.
- Conducted structured and ad hoc consultations with staff and Human Resources and provided feedback where necessary.
- Drafted letters to Human Resources regarding matters raised by the membership, particularly vacation leave and anomalies arising from the Compensation Review, and forwarded grievances to the Union.
- Submitted claims to the Union for consideration during negotiations.
- Organised and coordinated departmental meetings and meetings with management.

Bro. Shaun McCallum

Sis. Golda Clarke

Departmental Representatives

Kingston and St. Andrew Health Department (KSAHD)

Overview

This report is based on a review of activities for the reporting period March 2025 to February 2026 and highlights our commitment to effective representation, leadership and advocacy on behalf of our members.

General Council Meetings/Retreat

All General Council Meetings were attended, with active participation in discussions and decision-making processes. The General Council Retreat was also informative, particularly the sessions on the public sector grievance policy and grievance handling procedures within the Association.

Membership

Approximately one hundred (100) new members were successfully recruited which was mainly due to the employment of the new Community Health Aides and Vector Control Workers. Recruitment drives continue.

Activity Summary

Throughout the year, the Departmental Representatives:

- Promoted staff health, wellness, and teamwork through the coordination of runs, walks, and other activities for JCSA members and KSAHD staff.
- Provided support and assistance to members through information sharing and liaison with the JCSA Secretariat and Officer Corps when necessary.
- Assisted members who experienced the loss of loved ones or property.
- Sensitised members about their rights and entitlements.
- Informed members about benefits, discounts available through various entities and the Mini Mart, and encouraged participation in the Mutual Thrift Society.
- Shared information on JACISERA Park facilities and upcoming events.
- Promoted job opportunities, educational programmes, and scholarships.
- Represented KSAHD as part of the JCSA team at a meeting with Permanent Secretary in the Ministry of Health and Wellness, Mr. Errol Greene, and his team.
- Guided members through the movement in increments and increases in uniform and tailoring allowances, which were significant achievements for the Union and its members.
- Assisted members during the transition to the MYHR+ platform amid implementation challenges.
- Acknowledged and commended the improvement in the timely payment of salaries following the takeover by the Administrator General Department.
- Participated in the Making Effective Public Policy course at MIND.
- Assisted with organising, packaging, and delivering care items to persons affected by Hurricane Melissa.

Sis. Shanti Francis

Sis. Andrea Squire

Departmental Representatives

Supreme Court

Overview

This report is based on a review of activities for the reporting period 2024 to 2026.

Grievances

A total of ten (10) complaints were received of which four (4) were documented for further action. Three matters were submitted to the JCSA for intervention, one of which remains ongoing, with no feedback received on another. One complainant reported a satisfactory resolution, while another matter was addressed through a meeting with the Head of Department, though no further feedback has been received.

Challenges

Some individuals were reluctant to formally document their grievances due to fears of victimisation, particularly concerning the level of service provided by the HR Department. As these complaints were not formally recorded, they could not be escalated for further action.

Member recruitment and retention

Recruitment is ongoing. Member resignations primarily resulted from migration and transitions to private sector employment.

Sis. Sharon Patterson

Departmental Representative

Jamaica Customs Agency (JCA)

Overview

This report is based on a review of activities for the reporting period 2024 to 2026.

Adequate Compensation

Some progress has been noted in increment movements, promotions and post reclassifications, however, Level 1 and 2 employees remain inadequately compensated. The three-increment movement, while appreciated, is viewed as insufficient. There are also reports of an eye care benefit being introduced for JCA staff, though no policy

documentation has been shared to date. Efforts continue toward deeper collaboration with Management on new ideas, policies, and improvements to staff welfare and working conditions.

Visits

A total of ten (10) departments were visited.

Memberships

Membership numbers increased over the period while reductions were based on resignations, retirement and death.

Mini Mart

The Mobile Mini Mart visit to the JCA was well received by staff, although requests were made for longer notice prior to future visits.

Walkthrough at Norman Manley International Airport (NMIA)

President Techa Clarke-Griffiths conducted a walkthrough at NMIA, including one-on-one engagements with DHL, FedEx, JAS 1 & 2, Shipme, Caribbean Airlines, Amerijet, and MIC. The Baggage Hall is routinely visited upon her return from overseas engagements. Upcoming visits are being planned for the Wharves and rural Parish Offices.

Scholarships/Grants

Six (6) families benefited from the GSAT Scholarship roll out, a first of its kind for us. Applications must be made through the Chapter Chairs in rural members' respective parishes.

Relations Issues Industrial (IR)

A number of matters are currently being handled on a case-by-case basis.

General Staff Concerns

- Wearing body cameras (Risk/Protocol/Policy)
- Incentives promised based on the policy document from 2019.
- Ease of purchasing uniforms
- NMIA cannot serve as our base of operations given that staff are required to sit a PAKAL exam and obtain an NMIA ID to perform their duties, a process that must be renewed every two years.

Additionally, the rising cost of fuel continues to place significant financial strain on members, contributing to increased absenteeism.

Sis. Ann Marie Campbell Bell
Sister Stephanie McGregor Gayle
Departmental Representatives

Ministry of Economic Growth & Infrastructure Development

Overview

This report is based on a review of activities for the reporting period 2024 to 2026.

Membership

As of April 23, 2026, there were 169 registered members at the Ministry compared to 205 recorded at May 2024, representing a (17.5%) decrease. This decrease is attributed mainly to the splitting of the Ministry's portfolios to form two (2) separate Ministries following the General Elections in September 2025 and members leaving the Ministry to work elsewhere, resignation from the union or migration. Recruitment remains an ongoing exercise.

Departmental Meetings

Two (2) departmental meetings were held, in keeping with the practice of convening at least one meeting per year to engage directly with members and address their concerns. Communication with the membership was maintained through various channels, including email, WhatsApp, one-on-one interactions, and visits to Branches and Units.

General Information

Members are kept informed of key developments through established media channels and Ministry-disseminated circulars and policies. Where the nature of issues requires it, some members prefer direct engagement through branch visits, one-on-one conversations, or small group discussions. Members are regularly reminded of the benefits available through JCSA membership; however, some have indicated never having accessed any benefit, a matter that warrants further investigation.

Grievances

Four (4) cases were assessed following one-on-one discussions, detailing the issues. One (1) case was initiated as a grievance as per the Grievance Policy for the Public Sector. The matter was elevated to the second stage; however, extenuating circumstances forced the matter to cease. Two (2) cases were resolved following meetings with the parties, while one (1) was lodged with the JCSA.

Occupational Health and Safety

Representations were made to Executive Management regarding air quality and mold concerns within the building. A testing company was engaged and its findings and recommended corrective measures were subsequently presented to staff. The Permanent Secretary assured that results would be disclosed and appropriate action taken. The situation continues to be closely monitored.

Bro. Oshane McKay
Bro. Raymond Poyser
Departmental Representatives

Ministry of Health & Wellness (MOH&W)

Overview

This report outlines the key activities, achievements, contributions undertaken and challenges experienced for the reporting period March 2024 to March 2026.

Strengthening Representation and Governance

Representation has increased from no committee involvement to participation on over six (6) committees within the MOH&W - HRAC, Housing, Procurement, PMAS Awards, Staff Welfare and the Barry Wint Scholarship. Staff interests are now better integrated into policy discussions and operational planning.

Inclusion in Staff Orientation Process

A notable achievement during the period was the formal inclusion of Staff Representatives in the employee orientation process. Representatives now deliver presentations to new staff on the importance of JCSA membership and the benefits available beyond representation, fostering awareness, early engagement and trust.

Grievances

- Over forty (40) members were represented on a range of matters.
- 97.5% (39/40) of cases were addressed and resolved at the appropriate level, without escalation to external processes.
- 2.5% (1/40) of cases were referred to the Association and successfully resolved.

This demonstrates effective advocacy, strong communication and a proactive approach to conflict resolution.

Engagement with Leadership

Strengthening structured engagement with Ministry leadership has been a key priority, with consistent efforts made to hold quarterly meetings with Heads of Divisions. These engagements have provided a platform to raise staff concerns, share feedback, and explore solutions, resulting in improved communication and accountability. A notable outcome of these efforts was NCDA HR's invitation for the JCSA to select a representative for their organisation.

Meetings - General Council/Internal

There was full participation in all General Council meetings, ensuring consistent representation of the Ministry at the wider organisational level. All internal meetings were convened within established timelines.

Challenges

The following challenges were encountered during the period under review:

- Non-members seeking representation
- Limited staff awareness of HR policies and regulations, including conduct that could result in disciplinary action or dismissal
- General lack of knowledge among staff regarding their rights, the Staff Orders and other employee regulations
- Lack of personal initiative among some staff members, particularly those who were appointed to posts requiring qualifications they did not possess, were given time to acquire them and failed to do so, yet expected the Representative to intervene when faced with dismissal.

Bro. Allan Carter

Sis. Michelle Richards Henry

Departmental Representatives

Jamaica Library Service

Overview

The period under review was fraught with challenges, some which adversely impacted our ability to achieve projected goals. There was, however, a cadre of dedicated supporters who remained steadfast in their commitment, and helped sustain the work of the Departmental Representative throughout this period.

Grievances

A letter outlining past and current grievances was submitted to the JCSA Executive Team on November 4, 2025, prior to submission to the JLS Directorate. While no direct response was received, the JCSA conducted an official visit to the JLS Directorate on February 25, 2025, hosted by the Director General and Senior Director, during which assurances of follow-up action were given by both parties. To date, however, none of the issues raised have been resolved.

No Confidence Action

In April 2025, it was brought to the attention of the Departmental Representative that a petition had been submitted to the JCSA Secretariat by several staff members at JLS Headquarters, requesting a change in representation due to concerns about the execution of the role. A meeting with the JCSA Executive Team was convened following some delays and it was agreed that the Departmental Representative would continue in the position for the remainder of the term while managing their health.

Activities

Desk-for-a-Day Initiative

A 'Desk-for-a-Day' session was successfully hosted by Sisters Shanna Dee McDonald and Denisha Smith of the Member Services Unit, during which several employees, including members of the JLS Management Team, completed salary deduction forms to finalise their membership applications.

Pep-in-up Scholarship

Twenty (20) scholarships were awarded to the children of JLS/JCSA members who sat the PEP examinations and who were transitioning to secondary institutions.

Communication

A dedicated WhatsApp group proved to be an effective communication tool as JLS staff remained informed about industrial relations matters, promotions, events and activities.

Bro. Hopeton Dexter Campbell
Departmental Representative

Conclusion

Collectively, the Departmental Representatives, while faced with challenges demonstrated a clear trajectory of growth and impact. They remain committed to building on these achievements and continuing to advocate for the best interests of staff, while contributing meaningfully to the Association's overall development.

"We are grateful for the support of the President, the Officer Corps and Secretariat staff during the period whose presence has helped to embolden the membership."

Regional Reports

Northeastern Region

For the reporting year December 2025-January 2026

Executive

- Sis. Patrice Porter (Admin and HR Manager)
- Bro. Kelvin Thomas (2nd Vice President & Zonal Officer/ Monitoring Officer)
- Sis. Melaini Mullings Arnold (Hon. Treasurer)
- Sis. Joy Tucker Harriot (IRO)
- Bro. O’Dane Findlayson (IRO)
- Sis. Marilyn Hines (Administrator)

Meetings

2025 Annual General Meetings

The Northeastern Region hosted face-to-face Annual General Meetings in all five chapters in January 2026 with greatly improved attendance compared to last year. The Executives conducted a walkthrough in some of the Chapters a week before the event and delivered flyers as a reminder of the meeting.

The St. Ann’s Bay AGM also included presentations from Sagicor, JCIA and the Administrator General. Guest Speaker, Mrs. Vennesha Grant Brown spoke on Mental Health in the Workplace and stressed that flexible work options should be utilised, personal and work life balance be maintained and that breaks are important. President Clarke-Griffiths delivered her address which included updates on the compensation restructuring and other matters, including retirement and housing.

JCSA Annual General Meeting - Kingston
May 29-30, 2025

Northeastern Chapter Executive Meetings	
Chapter	Meetings held
Portland	2
St. Thomas	3
St. Ann’s Bay	5
Brown’s Town	3
St. Mary	4

Each Chapter Chair in the Northeastern region was recognised with an award for outstanding contribution to the Jamaica Civil Service Association. Additional Awards were presented as follows:

- Chapter of the Year for the Administrative year 2023/24 - St. Thomas Chapter
- For 5 years dedication and loyalty to the General Council - St. Thomas Chapter Chair, the late Sis. Jodian Bailey
- Bro, Johnoy Harrison received a special award for outstanding contribution in hosting the St. Ann’s Bay Chapter AGM for 2024 in the absence of then Chapter Chair Sis. Beverly Forbes Black who resigned her post prior to the event.
- Sis. Carol Clarke received an award for her contribution to the development of the Risk Assessment tools for Occupational Health and Safety (OHS) Committee.

2025 ANNUAL GENERAL MEETINGS - NORTHEASTERN REGION			
Chapter	Date	Venue	Attendees
St. Thomas	January 28, 2026	Morant Bay Anglican Church Hall	86
Browns Town	January 30, 2026	Brown’s Town Community College	40
St. Ann’s Bay	January 30, 2026	Marcus Garvey Technical High School	49
Portland	January 29, 2026	College of Agriculture, Science & Education	46
St. Mary	January 29, 2026	St. Mary Civic Centre	38

Training

The JCSA hosted a training session with all Northeastern Chapter Executives on March 26, 2025 at the Ocho Rios Baptist Church Hall. Thirty (30) people were in attendance. The team was engaged and equipped with a wealth of information regarding JCSA's modus operandi. Everyone left the training knowing what their individual roles and functions are as a Chapter Executive.

NORTHEASTERN UPDATES**The JCSA Northeastern Region 106th Birthday Celebrations**

On May 6, 2025 the Northeastern Regional Office hosted a Customer Appreciation Day for the members. The St. Mary Health Department conducted tests for lifestyle diseases, STDs, measured body mass indexes and held demonstrations. The National Housing Trust also provided valuable insights related to their benefits. Members were served refreshments and received tokens.

Members' Appreciation Day

On Friday May 9, 2025, three (3) Northeastern Chapters hosted activities for members in their respective chapters. The St. Ann's Bay Chapter hosted a day at the St. Ann's Bay Parish Library, the St. Mary Chapter hosted an after work lyme at the Ministry of Labour in Port Maria and the Portland Chapter also hosted an after work lyme and karaoke Jam at the Ministry of Labour for the members in Portland.

Civil Service Week 2025

Due to the devastating impact of Hurricane Melissa across the island, the Jamaica Civil Service Association (JCSA) had to review and adjust the planned week of activities. Civil Service Week 2025 was downscaled to the hosting of the Main Church Service in Kingston only.

Hurricane Melissa Packages

Hurricane Mellissa created a huge impact on the living conditions of many of our JCSA members. Care packages were delivered on December 5, 2025 to some of our members that were affected within the Northeastern Parishes. Brown's Town and St. Ann's Bay Chapter recipients were thankful and stated that the JCSA is the only Union seen reaching out to the members.

Present on that run were JCSA President Techa Clarke Griffiths, 2nd VP and Zonal Chair Bro. Kelvin Thomas, Industrial Relations Manager Bro. George Thorpe, Communications Manager Sis. Helen Mason and Member Services Officer Sis. Natoya Simms.

Care packages were also prepared and delivered mainly to elderly persons in and around communities in St. Mary on December 11, 2025. Members and parents at the Esher Basic School also received packages.

Condolences

The Northeastern Region mourns the passing of our dear Chapter Chair for St. Thomas, Sis. Jody-Ann Bailey who died on December 30, 2025. She was a dedicated JCSA Member, Chapter Chair for St. Thomas and General Council Member who had held the bar high for JCSA. We miss her dearly. May God's perpetual light continue to shine on her always.

NORTHEASTERN CHAPTER PROJECTS**ST. MARY*****Esher Basic School***

The St. Mary Chapter Project was completed on May 15, 2025 with a handing over ceremony at the Esher Basic School in Esher District, St. Mary. The school was presented with a much-needed school sign and a television. General Secretary Sis. Tifonie Powell Williams, Zonal Chair, Sister. Melaini Mullings Arnold, Chapter Chair and Executive members, Sister Shanee Grant were in attendance along with the school's Principal, teachers, students and parents.

BROWN'S TOWN***Beach Clean Up Day***

On September 20th, 2025, the Brown's Town Chapter collaborated with the St. Ann Hi-Tech Farmer's Group Limited, along with several public and private sector entities, community-based organisations, and social clubs, to conduct a beach clean-up at four locations: Red Cross Beach, Fisherman Beach, Scenic View Beach along the Queen's Highway, and Braco Beach in Trelawny.

More than 200 volunteers worked diligently to clear the beaches of plastics and other debris and collected

more than 2050 bags of garbage that amounted to more than 3,000 pounds in weight. Chairman of the Brown's Town Chapter of the JCSA, Carol Clarke, said the project made a significant impact on the cleanliness of the coastal environment. "We are happy to do our part in ensuring a safer environment for our children's future," said Ms. Clarke.

The beach clean-up remains the Chapter's flagship environmental project and receives the largest share of its resources and support. Held annually during the third week of September in observance of National Coastal Clean-up Day, the initiative forms part of an international project coordinated locally by the Jamaica Environment Trust (JET).

Special appreciation is extended to the Chapter's major annual sponsors, including Bahia Principe Hotel, First Heritage Credit Union, the Jamaica Red Cross, as well as other supporting organisations and community members.

PORTLAND

Early Stimulation Development Centre

An air conditioning unit secured for one of the classrooms at the Early Stimulation Development Centre in Orange Bay, Portland, is yet to be installed. Efforts are underway to have the installation completed shortly.

Port Antonio Hospital

The JCSA Portland Chapter held a handing over ceremony on August 27, 2025 donating books, interactive toys, dolls and games to the pediatric ward at the Port Antonio Hospital. This initiative is geared towards providing a meaningful contribution to the children at the hospital, which is a part of the ongoing commitment to community outreach within the chapter. Acting President and Zonal Chair Bro. Kelvin Thomas joined virtually to commend the chapter for their dedication to fulfil the JCSA's corporate responsibility by contributing positively to society. Hospital Administrator Mr. Milton Ferron thanked the JCSA Portland Chapter for the gifts which he stated will bring the young patients much joy.

NORTHEASTERN CHAPTER UPDATES

ST. MARY

The St. Mary Chapter executives attended the Esher Basic School Leaving Ceremony on Thursday, June 26th, 2025, during which Sis. Karen Coleman Clarke delivered a motivating speech. The Chapter also received an award on behalf of the JCSA in recognition of its outstanding contribution, dedication, and unwavering support over the years.

The St. Mary Chapter Chair Sis. Karen Coleman Clarke and Northeastern Administrator Marilyn Hines conducted a Walk-through on July 31, 2025, visiting offices and interacting with members in Highgate, St. Mary. Offices visited were St. Mary High School, Highgate Branch Library, Child Protection and Family Services Agency and Electoral Office.

PORTLAND

The JCSA Mini-Mart had their sale day on Friday, 25th April 2025 with over thirty (30) orders received. The members expressed their appreciation and are looking forward to the next sale day.

ST. ANN'S BAY

The appointed Executive for the St. Ann's Bay Chapter is as follows:

- Bro. Johnoy Harrison (Chairman)*
- Sis. Shelley-Ann Martin (Vice Chair)*
- Sis. Camille Murphy-Henry (Secretary)
- Sis. Orlandie Rose (Assistant Secretary)
- Bro. Johnathan Bailey (Treasurer)
- Sis. Teneil Brown (Assistant Treasurer)
- Sis. Lygia Martin (PRO)
- Sis. Kashina Richards (Assistant PRO)
- Sis. Beverley Forbes-Black (resigned)

**newly elected*

Read Across Jamaica Day

On Tuesday, May 6th, 2025, Sis. Teneil Brown, Assistant Treasurer, participated in Read Across Jamaica Day by engaging over 50 children from Runaway Bay Basic School in an enjoyable and interactive reading session. Joining her was Chairman Bro. Johnoy Harrison and Vice Chair, Sis. Shelley-Ann Martin who sourced age-appropriate reading material.

Grants and Scholarships

Two of our members' children received grants to help with school expenses, while our Chapter members received scholarships.

Compensation Package

Members continue to express concerns and uncertainty regarding the compensation package.

Looking ahead

We have set ambitious goals for the upcoming year, including:

- Expanding membership outreach efforts
- Developing new programmes to address the evolving needs of members
- Strengthening partnerships with other organisations
- Introducing innovative ways to keep members informed and engaged
- Launching major projects and initiatives

These efforts will position the Chapter for continued growth, stronger engagement, and greater impact.

BROWN'S TOWN

The appointed Executive for Brown's Town Chapter is as follows:

- Sis. Carol Clarke - Chapter Chairman
- Sis. Kerry Ann Brady - Vice Chair
- Sis. Karen McKenzie - Secretary
- Sis. Glaceia Dixon - Treasurer
- Sis. Tamika Thompson
- Sis. Ingrid Smith
- Bro. Joel Hines - Asst. PRO
- Sis. Marilyn Hines - Regional Administrator

International Woman's Day - March 8, 2025

(celebrated on Monday, March 10)

Members were asked to wear purple and post photos in the group. The Office of the Chapter Chair was decorated with the colours for the occasion.

Administrative Professionals Day

- April 23, 2025

The Brown's Town Chapter Chair and Executives conducted a walkthrough to various MDA's over a period of one week, issuing tokens to JCSA Members in celebration of the day.

ST. THOMAS

Ms. Joy Harriott-Tucker, Industrial Relations Officer assigned to the Parish has been instrumental in helping members with their grievances. She remains a tower of strength to the members and can be depended on to go above and beyond.

Educational Achievements

Several of our members recently completed their studies, earning their Bachelor's and Master's degrees. As a chapter, we highlighted and honoured those members on their achievements, recognizing the hard work and dedication that went into reaching this significant milestone. It was a moment of collective pride and support, as we commended one another for our academic successes.

Discount Providers

St. Thomas (since 2024)

Ambucare - Parish Wide
Rollers Variety - Morant Bay
Any Money Supermarket - Seaforth
Any Money Supermarket - Morant Bay
Florville Pharmacy - Yallahs
Kady's Nail Care

Brown's Town

Faith Med Pharmacy in Brown's Town is a new provider to the programme.

St. Ann's Bay

The Chapter is actively seeking new providers.

Membership Growth & Retention

During the period the following contacts were added to the database.

MEMBERSHIP GROWTH - NORTHEAST REGION

Chapter	New Recruits	Email Added 2025	YTD
St. Mary	33	36	604
St. Ann's Bay	97	96	1047
St. Thomas	63	66	431
Portland	30	35	427
Brown's Town	25	13	183
Total	248	246	2,692

JCSA ID

One Hundred and Eight (108) JCSA IDs were processed for the Northeastern Region for the period January to December 2025

JCSA Update Form

Eighty-Eight (88) persons completed Update Forms.

Office Walk-In

One hundred and thirty-three (133) people visited the Northeastern Regional Office during the reporting period.

Call-Ins

Approximately Five Hundred and Seventy-Eight (578) members called, sent WhatsApp messages and email for the reporting period.

Outward Communication, Office and Site Visits

One hundred and Twenty-six (126) Departments visited during the reporting period.

NB. Some departments were revisited during the period. (Actual visits -181)

Grievances

Fifty-Four (54) grievances/concerns were reported to the Northeastern Regional Office for the reporting

GRIEVANCES - NORTHEASTERN REGION	
Chapter	Amount
St. Mary	13
St. Ann's Bay	25
St. Thomas	4
Portland	7
Brown's Town	5
Total	54

period as follows:

Request for assistance

Three (3) members requested assistance for the reporting period.

Resignation

Twelve (12) resignations were submitted to the Northeastern Regional Office for the reporting period.

NORTHEASTERN REGION OFFICE VISITS AND ACTIVITIES FOR JANUARY 2025-DECEMBER 2025					
Chapter	Office Visits	Presentations	Desk for a Day	Applications collected	Thrift
St. Mary	44	-	8	33	2
St. Ann's Bay	52	1	14	95	1
Browns Town	21	1	4	17	-
Portland	42	-	12	30	-
St. Thomas	22	-	10	63	-
Total:	181	2	48	238	3

St. Ann's Bay Chapter Visits (Total 27)		Brown's Town Chapter Visits (Total 15)
St. Ann's Bay Fire Station	Seville Great House / JNHT	Ministry of Education
Ocho Rios Fire Station	Discovery Bay High School	Brown's Town Community College
PICA	Probation	Brown's Town Health Centre
CDA	Women's Centre	Brown's Town Fire Station
St. Ann's Bay Post Office	Carl Rattray Staff College	4H Clubs
St. Ann's Bay Hospital	Walkers Wood Academy	JAS
St. Ann's Bay Parish Library	St. Ann Municipal Corporation	Brown's Town Post Office
EOJ	Ocho Rios Post Office	Tax Office
St. Ann's Bay Parish Court	Tax Administration of Jamaica	Brown's Town Courts Office
Marcus Garvey Tech. High School	Steer Town Primary and Junior High	Brown's Town Library
St. Ann's Bay Health Department	Steer Town Academy	EOJ
Runaway Bay Post Office	Island Traffic Authority	Alexandria Hospital
Discovery Bay Post Office	Customs	Alexandria Post Office
Runaway Bay Health Centre		St. Hilda's High School
		York Castle High School

St. Thomas Chapter Visits (Total: 18)	
Yallahs Post Office	St. Thomas Municipal Corporation
Yallahs High School	Probation - Morant Bay
MOAF & Mining	Morant Bay Post Office
St. Thomas Health Department	Lyssons Post Office
NWA	Princess Margaret Hospital
EOJ - Morant Bay	Seaforth High School
Morant Bay High School	Seaforth Health Centre
Jamaica Business Development Corporation	Seaforth Post Office
St. Thomas Infirmary	Seaforth Branch Library

St. Mary Chapter Visits (Total: 34)	
TAJ	Richmond Post Office
St. Mary Parish Court	Richmond Technical High School
Port Maria Post Office	National Works Agency
Probation	Port Maria Hospital
St. Mary Municipal	Esher Basic School
Roads and Works Department	Island Traffic Authority
RADA	Retreat Primary and Junior High
Ministry of Justice	Retreat Post Office
Victim Support	Tower Isle Post Office
Jamaica Foundation for Lifelong Learning	Child Protection and Family Services Agency
St. Mary Health Department	EOJ-Highgate
Ministry of Labour and Social Security	Highgate Post Office
Annotto Bay High School	St. Mary High School
Annotto Bay Tax Office	Highgate Branch Library
Annotto Bay Post Office	Boscobel Post Office
Annotto Bay Health Department	Iona High School
Annotto Bay Fire Department	

Portland Chapter Visits (Total: 32)	
Portland Parish Library	Buff Bay Post Office
Port Antonio Post Office	Registrar General Department
Port Antonio Hospital	Probation Office
Ministry of Labour	Customs 4-H Clubs
STATIN	HEART- NSTA
PICA	National Works Agency
EOJ	TPDCo
Portland Parish Court	Island Traffic Authority
Portland Health Department	Manchioneal Health Centre
Forestry Department	Manchioneal Post Office
Ministry of Education	Fair Prospect Health Centre
CASE	Priestman's River Post Office
Buff Bay District Health Centre	Muirton Boy's Home
Buff Bay High School	Long Bay Branch Library
Buff Bay Library	Long Bay Post Office
Buff Bay Tax Office	

South Central Region

The following is the report of activities for the South Central Region for the administrative year 2025-2026. Our strategic priorities were upheld and delivered as follows:

Meetings

South Central 2025 Annual General Meetings

The South Central Region hosted its Annual General Meetings in January 2026, with face to face sessions held across the Black River, Santa Cruz, Manchester, Clarendon and St Catherine. Each meeting saw a notable increase in participants from both existing and prospective members, an encouraging sign of growing interest and engagement within the region.

The meetings were attended by several members of the Association's leadership, including President, Sister Techa Clarke Griffiths, 1st Vice President, Brother Clarence Frater, 3rd Vice President and Zonal Chairman, Brother Alrington Roberts and Honorary Treasurer, Sister Melaini Mullings-Arnold. Support from the Secretariat included General Secretary, Sister Tifonie Powell-Williams, Industrial Relations Manager, Brother George Thorpe, Public Relations and Communication Manager, Sister Helen Hutchinson- Mason, Regional Administrator, Sister Natasha Wright-Rankine, President Clarke-Griffiths' Assistant, Sister Debrett Brown and a Member Services Unit representative.

During her keynote address, President Clarke Griffiths provided timely updates on the Compensation Review and Industrial Relation matters affecting the Region. The sessions were informative, engaging and reaffirmed.

An outline of the attendance is listed below.

Acknowledgements

Thanks to all the presenters and guest speakers at our AGM - Councillor Jones Oliphant (Mandeville Division), Dr. Rev. Paul Blake, Lecturer - Liberty University, The Shahaye Choir from the Northern Caribbean University, Mrs. Paulette Rowthan, Acting Principal from the Sydney L. Blake Basic School in Mile Gully and to all our sponsors.

Chapter Executive Members (Manchester)

Sis. Paulette Ferguson	- Chapter Chair
Sis. Janet Roberts Bowen	- Vice Chair
Sis. Shawn Samuda	- Secretary
Sis. Camille Griffiths	- Assistant Secretary
Bro. Raymond McFarlane	- Treasurer
Bro. Joseph Robinson	- Asst. Treasurer PRO
Sis. Francella Whittaker	- PRO (deceased)
Sis. Anesha Banton	- Asst. PRO

Quarterly Meetings

The Santa Cruz Chapter held 2 quarterly meetings (April 30 and July 9), both under the theme "Work Life Balance" with keynote speaker, Dr. Judian Peart, Obstetrician/ Gynaecologist, making presentations on menopause. Hurricane Melissa affected the hosting of a third meeting scheduled for Civil Service Week. No quarterly meetings were held for Clarendon, however a joint Regional meeting was held via Zoom. St. Catherine held two virtual meetings.

General Council Meetings

Meetings were attended by the Chapters in the Region engaging in discussions including wage negotiations, Pension Reform, Contract Employment among other issues affecting the Public Sector workers.

ANNUAL GENERAL MEETING ATTENDANCE - SOUTH CENTRAL REGION

Chapter	Date	Venue	Attendees
St. Catherine	Jan. 20, 2026	Portmore Municipal Corporation Conference Room	40
Clarendon	Jan. 23, 2026		80
Manchester	Jan. 22, 2026	Manchester Parish Library	50
Santa Cruz	Jan. 21, 2026		19
Black River	Jan. 21, 2026		30
Total			219

Training

JCSA Orientation Training

The Chapter Chairs and Executive Members participated in Regional training sessions held in March 2025, facilitated by the Secretariat team. The sessions were informative, providing detailed insight into roles and responsibilities of Chapter leadership, committee function, and the various positions held. At the end of the sessions, participants were awarded certificates of completion.

Financial Workshop Training

This training was conducted by Sis Melaini Mullings-Arnold, Honorary Treasurer. The session was to sensitize the representatives about the budget process and what is required in the budget preparation process.

South Central Updates

Civil Service Week

Activities slated for Civil Service Week were cancelled due to the impact of Hurricane Melissa.

The JCSA South Central Region 106th Birthday Celebrations

Members in their respective Chapters from the region participated in the JCSA 106 birthday celebrations in May. Members enjoyed fun filled events and availed of health screenings conducted by the Southern Regional Health Department. JCSA tokens were also distributed to all the members who participated.

JCSA Annual General Meeting

Manchester Chapter Chairman Sister Paulette Ferguson was awarded with the President's Award, for her stewardship of the Manchester Chapter. The Black River Chapter received an award for the Most Improved Chapter of the year.

Scholarships/Grants

Scholarships and Grants were awarded to the following persons, based on an initiative by our President Sis Techa Clarke Griffiths:

- Kara Grant, daughter of Michelle Bent Grant of the Child Protection & Family Services Agency, Mannings Home Division
- Samoya McDermot, child of Jessie Ann Maxwell of RADA

- Terra Knight from Knox College, parent based at Manchester Parish Library Service
- Natalia Wilson from Manchester High, parent based at Mandeville Hospital
- Ten (10) members' children from the St. Catherine Chapter received Education Grants.
Each scholarship was valued at \$50,000.00.

Read Across Jamaica

Representatives from the Manchester Chapter, along with Mr. Dwain Moodie, Manchester 4-H Clubs Parish Manager, engaged the children of Sydney L. Blake Basic School in an interactive session. The school's Principal, Paulette Ruthan, Board Chairman, teachers and parents also participated in the event. Greetings on behalf of the JCSA President, Zonal Chair, and Chapter Chair were also delivered.

Members of the Black River Chapter Executive, accompanied by Sister Natasha Wright-Rankine, visited Parrottee Basic School to engage with the students. The principal, teachers and parents also participated in the activity.

Both school communities expressed gratitude to the Jamaica Civil Service Association.

Condolences

Our deepest condolences go out to the friends and family of our dear Sister Francella Whittaker, our PRO, who recently passed away. We have truly lost a stalwart and a friend. We also extend condolences to those who may have lost family or friends in our extended community.

SOUTH CENTRAL CHAPTER PROJECTS

No projects were launched due to the passing of Hurricane Melissa. Projects were identified and dates were set, however, many of the identified schools were greatly affected by the Hurricane.

MANCHESTER

Sydney L. Blake Basic School

Despite the project launch being cancelled, the Chapter was involved in the Christmas send-off party held for the children at the Sydney L. Blake Basic School by donating food items for the function.

Hanbury and Windsor Lodge Children's Homes

The Chapter visited both homes and presented goodies to the staff and the wards, who were engaged in various activities. Both homes received monetary contributions from different companies, agencies and departments. This contribution was presented to the managers of each home, by the Chapter Chair Sister Paulette Ferguson.

ST. CATHERINE***Irish Pen Basic School***

A deep freeze was donated to the canteen of the Irish Pen Basic School. There were some delays in the purchase and handover however these have since been resolved.

CLARENDON***Windsor School of Special Education (Denbigh)***

The Clarendon Chapter held an official handing over ceremony on January 23, 2026 for the newly constructed wheelchair accessible walkway for the school. The initiative is intended to improve mobility and access for students with special needs. In attendance were the JCSA Leadership team, alongside the Chapter Executive, Sister Shanee Grant and Regional Administrator Sister Natasha Wright-Rankine.

BLACK RIVER***St. Elizabeth Resident Magistrate's Court***

Plans to erect a ramp and install handrails at the location housing the St. Elizabeth Resident Magistrate's Court/Court Administration and the St. Elizabeth Municipal Corporation were ultimately halted due to the commencement of renovations at the Court House/Court Administration.

SOUTH CENTRAL CHAPTER UPDATES**MANCHESTER*****Sydney L. Blake Basic School******School Visit - January 2025***

The Manchester Chapter Chair and the Regional Administrator visited the school at the start of the new school term and handed out snacks and other school resources. A special prayer for the new school term was offered with the Principal, teachers and students.

Graduation Exercise - June 29, 2025

President Techa Clarke-Griffiths brought greetings to the graduating class while our Guest Speaker, General Secretary Tifonie Powell-Williams, encouraged the graduating class to strive for excellence as they move on to even greater heights. Members of the Executive and the Officer Corps were also in attendance while MP Michael Phillips and Councillor Rupert Kennedy handed out gifts to the graduating class.

Summer Camp Programme

The Manchester Chapter collaborated with the Manchester Parish Library in the planning and execution of two summer camps, which benefited over 135 participants. The initiative was divided into two groups: Juniors and Seniors.

Presentations were delivered by members of the Secretariat, the Officer Corps, the Executive, and other JCSA members.

BLACK RIVER/SANTA CRUZ

Activities for the parish of St. Elizabeth were severely affected due to the impact of Hurricane Melissa. The Chapter facilitated one (1) sale day, which was held in Black River on March 28, 2025.

Member Communication

The JACISERA Santa Cruz WhatsApp group remained the main platform for information sharing, with new members added and retired or transitioned members removed.

ST. CATHERINE***National Housing Trust***

Two (2) members received housing, while three (3) others are awaiting lots through the National Housing Trust.

Member Centred Initiatives

Two (2) major initiatives reflected the Chapter's commitment to community support and social responsibility:

- ***Member Feedback Questionnaire***

This will be used on an ongoing basis to inform decision-making and guide the Chapter's approach to service delivery, ensuring that programmes and interventions remain relevant and member-centred.

– *Grievance Workshop*

This is aimed at sensitising and equipping members with the knowledge required to effectively navigate grievance and disciplinary processes which has been identified as one of the weakest during the first year of the Executive's tenure. One workshop was successfully conducted on May 9, 2026, via the Zoom platform and received positive feedback.

Membership Growth & Retention

SOUTH CENTRAL REGION – MEMBERSHIP GROWTH		
Chapter	New Members	Membership Database Total to Date
Clarendon	30	635
Mandeville	24	840
St. Catherine	26	*
* Figure not provided		

ID Sessions

One Hundred (100) Identification Cards were issued by the Member Services Unit to St Catherine Chapter.

GRIEVANCES

Thirty-four (34) grievances were reported for the period as outlined below:

SOUTH CENTRAL REGION GRIEVANCES	
CHAPTER	AMOUNT
St. Catherine	8
Clarendon	6
Manchester	15
Santa Cruz	3
Black River	2
Total	34

OUTWARD COMMUNICATION, OFFICE AND SITE VISITS

(See table below)

SOUTH CENTRAL REGION - OFFICE VISITS AND ACTIVITIES FOR THE PERIOD 2025 to 2026					
Chapter	Office visits	Presentations	Desk for a Day	Applications collected	Thrift Applications
St. Catherine	35	9	13	91	1
Clarendon	33	6	13	77	7
Manchester	26	5	12	42	4
Santa Cruz	21	4	10	17	-
Black River	13	7	8	15	-
Total	128	31	56	242	12

Office and Site Visits

There were One Hundred and Forty (140) Department visits for the year in review (see table below):

MANCHESTER	
Mandeville Regional Hospital	Tax Administration Jamaica (Christiana)
Mile Gully Health Centre	Manchester Municipal Corporation
Sydney L. Blake Basic School	Manchester Parish Library
Mandeville Comprehensive Clinic	Electoral Office of Jamaica (Mandeville)
Mile Gully Branch Library	Kirkvine Post Telecommunication
Mile Gully Electoral Office Jamaica	Porus Health Centre
Ministry of Labour and Social Service	Williams Field Post Telecommunication
Social Development Commission	Porus Branch Library
Percy Junor Hospital	Cross Keys Health Centre
Spaulding Health Centre	National Work Agency
Christian Branch Library	Newport Branch Library
Electoral Office of Jamaica (Christiana)	Newport Health Centre

SANTA CRUZ	
Balaclava Health Centre	Rural Agriculture Development Authority
Social Development Commission	Manning's Place of Safety
Tax Administration Jamaica	Southfield Health Centre
Victim Support	Goshen Health Centre
Child Protection and Family Agency	Munro College
Santa Cruz Telecommunication	Junction Branch Library
Santa Cruz Branch Library	Maggoty High School
Ministry of Labour and Social Service	Women's Centre of Jamaica (Junction)
St. Elizabeth Technical High School	Junction Health Centre
St. Elizabeth 4H Club	Junction Post and Telecommunication
Electoral Office of Jamaica	Nain Post and Telecommunication
	Lacovia Health Centre

BLACK RIVER	
Black River Hospital	Black River Municipal Corporation
Black River Health Centre	Black River Tax Administration
Black River Parish Library	Black River Court Office
Police Convalescent Centre	Middle Quarters Post-Telecommunication
Black River Post and Telecommunication	Transport Authority
Electoral Office Jamaica	Black River High School

ST. CATHERINE	
Eltham High School	Waterford Health Centre
Ministry of Labour and Social Security	Waterford Branch Library
Kitson Health Centre	Waterford Telecommunication
Point Hill Health Centre	Bog Walk Health Centre
Kitson Electoral Office of Jamaica	Bodles Research Station
Portmore Municipal Corporation	Bodles Telecommunication
St. Catherine Municipal Corporation	Old Harbour Branch Library
St. Catherine Branch Library	Old Harbour Tax Administration
Registrar General Department, Spanish Town	Old Harbour Health Centre
St. Jago Health Centre	Old Harbour Electoral Office of Jamaica
Spanish Town Hospital	Gregory Park Telecommunication
Spanish Town Telecommunication	Christian Pen Health Centre
Police Academy	Christian Pen Electoral Office Jamaica
Linstead Health Centre	Spanish Town Electoral Office Jamaica
Linstead Tax Administration	Ewarton Health Centre
Linstead Hospital	Dinthill Technical High School
Linstead Telecommunication	Charlemont High School
St. Catherine High school	RADA Linstead
Great Portmore Tax Administration	Bog Walk High School
Greater Portmore Branch Library	Bog Walk Branch Library
Greater Portmore Telecommunication	Cumberland High School
Greater Portmore Health Centre	

CLARENDON	
Electoral Office of Jamaica	Social Development Commission
May Pen Health Centre	National Works Agency
Clarendon Health Department	Raymond Health Centre
4H Club	Milk River Health Centre
May Pen Hospital	Summerfield Place of Safety
Lionel Town Tax Administration	Racecourse Post Office
Lionel Town Health Centre	Racecourse Library
Lionel Town Telecommunication	Darlow Health Centre
Lionel Town Hospital	Fairfield Community Health Centre
Lionel Town Branch Library	Bustamante High School
St. Augustine Place of Safety	Vere Technical High School
Chapelton Hospital	Racecourse Health Centre
Chapelton Tax Administration Jamaica	Kellits Health Centre
Clarendon Branch Library	Kellits Branch Library
Clarendon Municipal Corporation	Kellits Electoral Office of Jamaica
May Pen Tax Administration Jamaica	Alston Health Centre
May Pen Telecommunication	Frankfield Health Centre
Ministry of Labour and Social Service	John's Hall Health Centre

Western Regional Report

Activities of the Western Region are highlighted below for the reporting period.

Western Regional Meetings

2025 Annual General Meetings

Annual General Meetings for all Chapters in the Region were held from January 29 - 31, 2025. (See table below). Meetings were attended by the Officer Corps and Staff members from the Secretariat. The General Secretary read the Convening Notice while our first female President Sister Techa Clarke-Griffiths served as Keynote Speaker, addressing unpaid increments, flexible work arrangements and the Overtime Policy rollout. She also presented on the Compensation Review Anomalies and steps taken to address them, requesting the patience and support of affected members. The President was commended for her clarity and patience.

Executive & Quarterly Meetings

Three Regional Executive Meetings were held on April 30, 2025, June 21, 2025, and September 4, 2025.

General Staff Meeting

The Western Regional Staff attended a General Staff Meeting on February 28, 2025, at JACISERA Park in Kingston. The meeting proved to be both impactful and motivating, leaving participants inspired and energized to pursue even greater achievements.

Chapter Meetings

HANOVER

Chapter meetings were held on the fourth Friday of each month via Zoom. The Executive group maintained regular communication via WhatsApp mainly, ensuring that members remained informed on matters affecting the Association. Plans for our quarterly meeting are being made.

ST. JAMES

The Chapter started the year with six (6) out of eight (8) executive members. The serving Executive members were as follows:

Sis. Desoree Powell:	Chapter Chair (Ministry of Health & Wellness – CRH)
Bro. Vernon Rowe:	Vice Chair (RADA)
Sis. Otencia Hudson:	Secretary (Ministry of Health & Wellness – CRH)
Sis. Simone Mills-Oates:	Treasurer (St. James Parish Library)
Sis. Elaine Edmondson	Public Relations Officer (MoHW - CRH)
Sis. Sophia Douglas:	Asst. Public Relation Officer (Montego Bay Comm. College)

Meeting with WRHA

On February 24, 2025, the management of Western Regional Health Authority invited the Jamaica Civil Service Association to a zoom meeting to discuss the new agreement on Overtime & Uniform Policy. The President Sister Techa Clarke-Griffiths and her team, Brother Clarence Frater, 1st Vice President and Zonal Officer, Brother Alrington Roberts, 3rd Vice President, Brother Junior Lattibeaudiere, Senior Industrial Relations Officer and Sister Dellaceta Drummond,

WESTERN REGION - 2025 ANNUAL GENERAL MEETINGS

Chapter	Chairman	Date	Venue	Attendees
Westmoreland	Sis. Delsie Malcolm	29/01/25	The Source Community Centre	80
Hanover	Bro. Brandon Clarke	30/01/25	United Church Hall, Lucea	45
St. James	Sis. Desoree Powell	30/01/25	RADA Conference Room	75
Trelawny	Bro. Clance McGhie	31/01/25	Falmouth Police Station Conference Room	50

Regional Administrator represented. The President explained policies impacting the Region's Health staff, sparking intense discussions on categorization and uniform benefits for similar pay grades. She urged discussions with other Regions to align on preauth- orized forms (1, 2, 3) for Extra Hours worked, advising vetting by the Ministry of Finance and Public Service in the meantime.

Training

The Executive Members participated in a Regional Executive Orientation session held on March 27, 2025 at the RADA Complex.

Western Regional Chapter Projects

ST. JAMES

Back to School Medical

Sponsored by Bioprism Pharmaceuticals which donated medical supplies and gift packages valued at over \$3.3M, some of which were distributed at the JACISERA Kids for Change Summer Camp. Special thanks to Doctors Bardowell and Anderson of Cornwall Regional Hospital, and the St. James Chapter Executive who volunteered their services to ensure a successful event. Over 45 members and their children availed of services including medical consultations, vision and hearing tests, vaccination update checks, as well as blood pressure and BMI checks. The General Secretary, Sis. Tifonie Powell- Williams, was on hand to lend support and provided reading and activity books to help prepare the children for the academic year.

JACISERA Kids for Change Summer Camp

The annual Summer camp was held August 18-22, 2025 at the RADA Complex guided by the theme: "Empowering kids ... One Adventure at a Time". The camp hosted over 25 JCSA members' children. The week's activities included devotional exercise, team building exercises, art & craft, and presentations from organizations such as: Jamaica 4H Clubs, Rural Agricultural Development Authority (RADA), the Jamaica Drug Abuse Council and St. James Health - Dental Department. Refreshments were provided on a daily basis courtesy of our kind sponsors and funding from the JCSA. The week ended with a closing celebration attended by the children, parents, the Officer Corp, Members of the Executive and volunteers. The children were presented with tokens.

HANOVER

Upper Rockspring Primary & Infant School Water Tank

Coordinated by the Chapter's Chairman, Brother Brandon Clarke and his Executive Members, this initiative saw strong support as members of the JCSA Secretariat and the Hanover Executive came out in their numbers to lend their time. The donation of the water tank was warmly and gratefully received by the Principal, students and staff of the school. This project not only met a practical need but also strengthened our presence and impact within the parish, reflecting the Association's commitment to service and community development.

Western Regional Updates

JCSA 106TH Birthday Celebration

The Chapter's executives and members participated in the planned activities, for the 106th Anniversary Celebrations of the Jamaica Civil Service Association, which included the following:

- Regional Activity held at the Hanover Parish Library on Tuesday, May 06, 2025. Highlights included an excellent presentation on the Grievance Policy delivered by Senior Industrial Relations Officer Brother Junior Lattibeaudiere and greetings by the 1st Vice President & Zonal Officer Bro. Clarence Frater, on behalf of the President Sis. Techa Clarke-Griffiths.
- Anniversary Celebration at the Western Region Office on Friday, May 09, 2025.

Civic Ceremonies

The Executive members participated in civic ceremonies and events during the course of the year including the Annual laying of floral tributes at the Sam Sharpe Monument in Sam Sharpe Square, the Heritage Week Church Service and the National Heroes' Day Civic Awards Ceremony held at Sam Sharpe Square.

Civil Service Week

All planned activities were cancelled due to the effects of Hurricane Melissa. In response, funds originally allocated for these events were redirected to provide care packages and other hurricane relief assistance to members.

Hurricane Melissa Relief

The Executive Members were on hand in St. James to assist the Officer Corp with the distribution of care packages on November 26, 2025 to members following the passage of Hurricane Melissa, which destroyed homes and lives across several parishes. Over 150 members benefitted from the initiative.

The JCSA President and the Secretariat team visited Hanover on November 28, 2025 and handed out care packages to each member of the Chapter demonstrating care, encouragement, and solidarity.

Western Mini Mart

A total of Two Hundred and Forty-Eight (248) Members shopped at the Mini Mart during the year under review. Sales at Western Mini Mart declined significantly during the reporting period. The impact of Hurricane Melissa further compounded this downturn which contributed to additional shortfalls. Recovery initiatives such as a survey to determine members’ needs and an intensified departmental outreach to maintain members’ confidence are now being implemented.

Membership Growth & Retention

Two Hundred and Ten (210) emails were added to our database for the year 2025, making a total of Four Thousand Five Hundred and Ten (4,510) emails to date.

WESTERN REGION - MEMBERSHIP		
Chapter	Emails Added	Total to Date
St. James	90	2059
Hanover	30	716
Trelawny	35	762
Westmoreland	55	973
Total	210	4,510

ID Sessions

95 Identification Cards were issued by the Member Services Unit during the period:

WESTERN REGION - ID CARDS	
Parish	IDs issued
Westmoreland	25
Hanover	20
St. James	30
Trelawny	20
Total	95

WESTERN REGION - OUTWARD COMMUNICATION & VISITS				
Parish	Office Visits	Presentation	Desk For a Day	Applications Collected
Hanover	78	70	44	40
Trelawny	43	30	33	35
St. James	131	115	54	101
Westmoreland	107	85	39	52
Total	359	300	170	228

Grievances

A total of Eighteen (18) grievances were logged in the Western Region during the year under review. Of these grievances six (6) were resolved at the local level. Twelve cases (12) were escalated to the Secretariat.

WESTERN REGION - GRIEVANCES	
Chapter	Grievances
St. James	6
Hanover	4
Trelawny	5
Westmoreland	3
Total	18

Acknowledgements

Sincere appreciation is extended to the Officer Corps, Secretariat, Regional Executives and the general membership for their impactful support and commitment throughout the year. Their collective efforts and dedication have been instrumental to the Region’s success and continued growth.

Mutual Thrift Society

A new Representative, Miss Sue-Tannia Hibbert joined The Mutual Thrift Society in July 2025 and has been actively participating in outward communication activities such as Site Visits and Desk for a Day. These visits highlighted The Thrift Society’s empowerment of members with knowledge on accessing loans, savings plans and other benefits for financial stability. This collaboration reinforced the strong partnership with the JCSA and The Thrift Society.

WESTERN REGION - THRIFT SOCIETY APPLICATIONS	
Chapter	Applications
St. James	6
Hanover	4
Trelawny	5
Westmoreland	3
Total	18

Chapter Executives – Northeastern Region



Portland Chapter

Back row, from left: Asst. Secretary Kenisha Young-Reid, PRO Sherrion Webley, Treasurer Camille McGaw, Vice Chair Eldoris Vidol, Chapter Chair Tamara Lawrence, Asst. PRO. Cassandra Davis, Asst. Treasurer Semone Hamilton and Secretary Desmarie Minott-Gordon; Front row (L-R) General Secretary Tifonie Powell-Williams, Honorary Treasurer Melaini Mullings-Arnold, First Vice President Clarence Frater, President Techa Clarke-Griffiths, Second Vice President and Northeastern Zonal Chairman Kelvin Thomas and Third Vice President Alrington Roberts.



St. Mary Chapter

Back row, from left: Asst. PRO Nikita Gray, Assist. Treasurer Collet Constantine Langrin, Secretary Kayon Williams, Vice Chair Elisa Calnick, Chapter Chair Karen Coleman-Clarke, Treasurer Deon Ayres, Asst. Secretary Shonika Heslop Shelton, PRO Nicole Hamilton-Linton; Front row (L-R) General Secretary Tifonie Powell-Williams, Honorary Treasurer Melaini Mullings-Arnold, Second Vice President and Northeastern Zonal Chairman Kelvin Thomas, President Techa Clarke-Griffiths, First Vice President Clarence Frater and Third Vice President Alrington Roberts.



St. Thomas Chapter

Back row (left to right): Public Relations Officer Robert Thompson; Treasurer Kellie-Ann Williams; Assistant Treasurer Kemoy Bates; Vice Chair Onique Barclay-Francis; Chapter Chair Dawn Wynter; Assistant Public Relations Officer Annette Ellis; Secretary Lesa Nelson; and Assistant Secretary Elaine Lawes. Front row (left to right): General Secretary Tifonie Powell-Williams; Honorary Treasurer Melaini Mullings-Arnold; Second Vice President and Northeastern Region Zonal Chair Kelvin Thomas; President Techa Clarke-Griffiths; First Vice President Clarence Frater; and Third Vice President Alrington Roberts.



St. Ann's Bay Chapter

Back Row: (left to right) PRO Lygia Martin, Chapter Chair Johnoy Harrison, Vice Chair Shelley-Ann Martin, Secretary Orlandia Rose and Treasurer Johnathan Bailey.

Front row (left to right): General Secretary Tifonie Powell-Williams, Third Vice President Alrington Roberts, Second Vice President and Northeast Zonal Chairman Kelvin Thomas, President Techa Clarke-Griffiths, First Vice President Clarence Frater, Honorary Treasurer Melaini Mullings-Arnold.



Brown's Town Chapter

Back row (left to right): Glacia Dixon - Treasurer, Princess Fennell - Asst. Treasurer, Karen McKenzie - Secretary, Remona Witteker - Asst Secretary; Carol Clarke - Chapter Chair; Joel Hines - Ass PRO; Ingrid Smith - PRO; Kerry-Ann Brady - Vice Chairman

From row (l-r) Tifonie Powell-Williams - General Secretary, Clarence Frater - First Vice President, Techa Clarke-Griffiths - President; Kelvin Thomas - Second Vice President, Alrington Roberts - Third Vice President and Melaini Mullings-Arnold - Honorary Treasurer.

Chapter Executives – South Central Region



Clarendon Chapter

Back row (left to right): Assistant Secretary David Davis, Secretary Tenneille Campbell Williamson, Assistant Public Relations Officer Denise Wright, Chapter Chair Yanique Sancko Valentine, Vice Chair Sherine Aikens, Public Relations Officer Kargen Givans, and Assistant Treasurer Clayon McIntosh.

Front row (left to right): General Secretary Tifonie Powell-Williams, First Vice President Clarence Frater, President Techa Clarke-Griffiths, Third Vice President and South Central Region Zonal Chairman Alrington Roberts, and Honorary Treasurer Melaini Mullings-Arnold.



St. Catherine Chapter

Back row, from left: PRO Andre McLeod, Treasurer Melecia Gordon, Asst. Secretary Sharon Rosemarie Hyde, Secretary Oshin Baker, Vice Chapter Chair Nichola Thompson-Bailey, Chapter Chair Peta-Gaye Williams, Asst. Treasurer Samantha Whittick and Asst. PRO Mark Huggist, Front row (L-R) General Secretary Tifonie Powell-Williams, Honorary Treasurer Melaini Mullings-Arnold, First Vice President Clarence Frater, President Techa Clarke-Griffiths and Third Vice President and Zonal Chairman for the South-central Region Alrington Roberts.



Manchester Chapter

Back row (left to right): Raymond McFarlane, Public Relations Officer; Angela Thomas, Assistant Treasurer; Monique Swaby, Assistant Secretary; Paulette Ferguson, Chapter Chair; Shawn Simpson, Treasurer; Andreen Anderson-Powis, Secretary; and Joseph Robinson, Assistant Public Relations Officer. Not photographed: Vice Chair Aneisha Banton. Front row (left to right): General Secretary Tifonie Powell-Williams, First Vice President Clarence Frater, President Techa Clarke-Griffiths, Third Vice President and South Central Region Zonal Chair Alrington Roberts, and Honorary Treasurer Melaini Mullings-Arnold.



Black River Chapter

Back row (left to right): Vice Chairman Onita Robinson Smith, Secretary Christine Jackson, Assistant Secretary Sybil Shaunie Knight, Chairman Fayann Mitchell, Treasurer Sybil Faunt, Assistant Treasurer Marcine Parchment, Public Relations Officer Christine Drysdale, and Assistant Public Relations Officer O'Neil Daley. Front row (left to right): General Secretary Tifonie Powell-Williams, First Vice President Clarence Frater, President Techa Clarke-Griffiths, Third Vice President Alrington Roberts, and Honorary Treasurer Melaini Mullings-Arnold.



Santa Cruz Chapter

Back row (left to right): Assistant Public Relations Officer Mr. Michael Ebanks, Vice Chairman Mrs. Yanique Ennis, Chairman Mrs. Stephanie Lewis-Brown, Assistant Secretary Miss Marvett Green, Treasurer Mrs. Karene Williamson, and Assistant Treasurer Mrs. Opal Robinson.
Front row (left to right): General Secretary Tifonie Powell-Williams, Secretary Santa Cruz Chapter Miss Feona Wright, First Vice President Clarence Frater, President Techa Clarke-Griffiths, Third Vice President Alrington Roberts, and Honorary Treasurer Melaini Mullings-Arnold.

Not pictured: Public Relations Officer Mrs. Claudene Beckford-Mitchell.

Chapter Executives – Western Region



Hanover Chapter

Back row, (left to right): Vice Chair Annette Gentles-McKenzie, Asst. Treasurer Jevan Porteous, Chapter Chair Brandon Clarke, Secretary Tania Fearon, Asst. PRO Jacqueline Rubie, Treasurer Jerry Scott.
Front row, from left President Techa Clarke-Griffiths, First Vice President and Zonal Chairman Clarence Frater, Third Vice President Alrington Roberts, Honorary Treasurer Melaini Mullings-Arnold and General Secretary Tifonie Powell-Williams



Trelawny Chapter

Back row, (left to right): Secretary Nashay Reid-Lewis, Asst. Secretary Nicola Gayle-Campbell, Asst. PRO Kriss-Ann Davis-Haughton, Asst. Treasurer Rose PRO Althea Brodie, Vice Chair Alwyn Francis and Chapter Chair Clance McGhie.
Front row (left to right): General Secretary Tifonie Powell-Williams, Honorary Treasurer Melaini Mullings-Arnold, Third Vice President Alrington Roberts, First Vice President and Zonal Chairman for the West Clarence Frater and President Techa Clarke-Griffiths.



St. James Chapter

Back row, (left to right): Asst. PRO Orecia Morris, PRO Paulette Miller, Secretary Otencia Hudson, Chapter Chair Elaine Edmondson, Vice Chair Simone Mills-Oates, Treasurer Odion Grant, and Asst Secretary Shamar Jones

Front row, (left to right): General Secretary Tifonie Powell-Williams, Honorary Treasurer Melaini Mullings-Arnold, Third Vice President Alrington Roberts, First Vice President and Zonal Chairman for the West Clarence Frater and President Techa Clarke-Griffiths.



Westmoreland Chapter

(Back row, l-r) Vice Chair Sharalou Fullwood-Porter, Chapter Chair Tamara Smith, Asst PRO Rosemarie Bucknor, PRO Nordia Wallace-Nathan, Treasurer Peta-Gaye Gayle, Secretary Carlene Coke, Asst. Secretary Shawn Stone (Front row, l-r General Secretary Tifonie Powell-Williams, First Vice President and Zonal Chairman for the Western Region Clarence Frater, President Techa Clarke-Griffiths, Third Vice President Alrington Roberts and Honorary Treasurer Melaini Mullings-Arnold.

Not pictured: Assistant Treasurer Stacey-Ann Lewis-Buchanan.

Photo Highlights - Chapter Activities



Brown's Town Chapter Beach Cleanup at Red Cross Beach, Discovery Bay, St. Ann.



St. James Chapter "Kids for Change Summer Camp"



Post-Melissa clean up efforts



Portland Chapter donation to Port Antonio Hospital paediatric ward.



Manchester Chapter completed renovation works at Sydney L. Blake Basic School.



Hanover Chapter donation of a water tank to the Upper Rock Spring Primary & Infant School in Hanover.

Minimart Management Committee

- Monitoring Officer: Bro. Clarence Frater
- Co-Chairs: Sis. Pauline Anderson
Sis. Latoya Brown
- Staff Assigned: Sis. Crystal Lee-Brown
- Committee Members: Sis. Suzette Grant
Bro. Vincent Allen
Bro. Junior Dunn
Sis. Charmaine Hamilton
Sis. Sandra Mendez
Sis. Sandra Cameron
Sis. Garcia Williams
Sis Stafesha Binns

During the period under review, the Minimart Management Committee planned and executed scheduled activities as follows:

Meetings

Meetings were scheduled for the first Tuesday of each month unless otherwise advised. During the administrative year, five (5) meetings were held. Meetings were subsequently suspended pending engagement with key stakeholders to determine the way forward.

The Co-Chairs participated in interviews for the Mobile Minimart Driver on April 4th, 2025, alongside Sis. Latoya Brown, Miss Patrice Porter, and Mr. Taylor of the Island Traffic Authority. Of the four applicants, two were shortlisted and assessed through both written and driving tests. To date, no candidate has been selected, as discussions continue regarding the nature of the role, with consideration being given to a part-time or contractual arrangement. It was also suggested that a Secretariat staff member could be assigned driving duties on sale days.

A meeting held on April 30th, 2025 with the General Secretary, Honorary Treasurer and team, Accounting Officer, and Co-Chairs addressed the Minimart price list and related matters. Clarifications were provided regarding pricing structures, particularly economies of scale, in response to member concerns about pricing and perceived lack of benefits. While efforts have been

made to update the price list, discrepancies remain. The Co-Chairs were tasked with conducting ongoing reviews and reporting issues, with the recommendation that all relevant parties, including the Cashier, review the list prior to circulation.

Requests to type pre-order sales records instead of using receipt books, as well as to allow Committee members to review supplier invoices for price verification, were not supported. Despite ongoing efforts, some inconsistencies in the price list persist, and monthly reviews will continue.

The upgrade of the POS system remains outstanding. Although a potential vendor was submitted, progress has been slow due to procedural requirements, resulting in delays and frustration. In the interim, certain products, including Grace items (sold since December 2023), continue to be manually recorded, as the system does not accommodate them.

The Committee was also informed that no driver has yet been appointed. Members expressed the view that the Monitoring Officer should provide regular updates on this matter.

Subsequent updates indicate that the process to acquire a suitable POS system continues to be protracted, impacting inventory management and accountability. Similarly, the matter of securing a driver for the mobile unit remains unresolved. The Committee reiterated its recommendation to either assign a Secretariat staff member or engage a part-time driver on a contractual basis.

The July 2025 price list was circulated for use during the sale day at the Ministry of Finance and the Public Service. No discrepancies were reported by members; however, concerns remain that some prices are comparable to those in wholesale and retail outlets. While acknowledging the difficulty in competing with wholesalers, it was noted that the 15% discount may still attract members.

Concerns have also been raised regarding the overall viability of the Minimart, given operational costs such as salaries and overheads. Despite this, members

continue to express demand for the service and have requested more frequent visits. The Committee therefore recommends that a meeting be convened with the relevant authorities to review financials, assess options, and identify solutions to minimise losses while maximising benefits to members.

Budget Call

The Mini Mart Management Committee submitted its Budget for 2025/2026 in response to the Budget Call in October 2025, outlining projected income and expenditure for the administrative year. However, due to the passage of Hurricane Melissa, the submission was significantly delayed and was subsequently presented to the Executive for approval in January 2026.

JCSA Policy and Constitution Committee

Monitoring Officer:	President Sis. Techa Clarke-Griffiths, OD, MBA
Co-Chairs:	Sis. Suzette Grant Bro. Sheldon Graham
Staff Assigned:	Sis. Patrice Porter
Committee Members:	Bro. Allan Carter Bro. Shawn Mitchell JP Sis. Camille Burford Sis. Peta-Gaye Williams Sis. Steffani King-Halstead Sis. Maud Chambers Sis. Sandra Brown Sis. Claudia Powell Sis. Ingrid Edwards Sis. Rhonda Pryce Sis. Georgia Taylor Lewis Sis. Megan Malcolm

Events and Activities

Meetings

The Committee held virtual meetings via Zoom during the reporting period, and minutes were prepared for each session.

Terms of Reference

The Committee discussed the Terms of Reference, which was circulated for review and consideration.

MINIMART EVENTS AND ACTIVITIES 2025

Date	MDA	Orders	Sales (\$)	Notable mention
April	Institute of Jamaica	11	43,140	
	National Library of Jamaica	11		
	Portland Chapter	32	178,619.25	<i>Sis Tamara Lawrence & her Executive</i>
May*	St. Mary	-	-	
	St. Ann's Bay	-	-	
June 27	National Chest Hospital		203,921.55	<i>Bro. Leroy Hutchinson, staff representative</i>
July 25	Ministry of Finance and the Public Service (MOFPS)		160,147.45	<i>Bro. Xavier Hutchinson & Bro. Jamin Wedderburn, staff representatives</i>

*May 2025 - Sale Day was cancelled due to non submission of orders. Members state that prices were not competitive.

Training

Several Committee members participated in the *Making Effective Public Policy* training programme hosted by the Management Institute for National Development (MIND) in collaboration with the Jamaica Civil Service Association (JCSA), held from October 7th to November 28th, 2025.

Men's Coalition Committee Report

Monitoring Officer:	Bro. Clarence Frater 1st Vice President
Co-Chairs:	Bro. Allan Carter Bro. Nikhail Campbell Bro. George Thorpe
Staff Assigned:	
Secretary/	
Fitness Advisor:	Bro. Jerry-Neal Richards
Assistant Secretary:	Bro. Christopher Scott
Public Relations Officer:	Bro. Ricardo Anderson
Project Officer:	Bro. Dwayne Goodison
Research Officer:	Bro. Andre McLeod
Editor:	Bro. Livingston Burnett JP
Ex Officio Members:	Sis. Techa Clarke-Griffiths Bro. Kelvin Thomas Bro. Alrington Roberts

Non-Executive Committee Members

Bros. Robert Chung, Junior Nicholson, Shawn Mitchell, Micheal Thompson, Oniel Thomas, Anthony Cameron, Richard Hutchinson, Curtis Lawson, Oshane McKaye, Damion Scott, Michael Kerr, Livingston Bennett, Alphonso Johnson, Andre McLeod, Geoffrey Marshall, Xavier Hutchinson, Joseph Heron, Okeive Kerr, Akeem Blair, Anthony Davis, Lloyd Reid, Courtney Clarke (Montego Bay Men's Committee), Harold McCurbin.

Overview

The report provides an overview of the activities, initiatives, and engagements undertaken by the Committee during the reporting period. It also highlights the impact of our programmes, including the continued staging of the Man Talk 101 series, stakeholder engagements, and other initiatives aimed at promoting dialogue, advocacy, and support for issues affecting men within the Public Service and the wider society.

Events and Activities

The Committee executed the following activities:

Meetings

Committee meetings were scheduled for the last Thursday of each month. Monthly meetings were held, with minutes, stipend requests and reports submitted accordingly.

In August, 1st Vice President JCSA and MCC Monitoring Officer Bro. Clarence Frater and Committee Co-chairman Allan Carter attended an online Zoom consultation meeting organized by the union of the Turks and Caicos Islands, to discuss the formation of a men's committee on the island. This is part of an ongoing effort of the Men's Committee of CPSA.

Events

Man Talk 101 2025: "Polygamy vs Monogamy: Understanding the Social Impact" – September 25, 2025

Prior to the 4th staging of the JCSA MCC's Man Talk 101, Bro. Allan Carter, Co-chair was hosted on Radio Jamaica broadcast of the JCSA's "How Sweet the Fruit" speaking on the topic.

The conference was held at the O'Neil Grant Auditorium at JACISERA Park. The hybrid event, streamed via YouTube, engaged 85 participants - 52 in person and 33 online - who were captivated by thought-provoking presentations from the following speakers:

- Mr. Leroy Hutchinson (Pastor)
- Mr. Courtney Francis (Social Media Influencer/Fitness Coach)
- Mr. Ryan Martin (Practising Polygamist)
- T.R. David (Nigerian/Former Polygamist)
- Patrick "Curly Loxx" Gaynor

In attendance were 27 representatives from Tarrant High School (one teacher and 26 students), along with 25 additional participants, including presenters, sponsors (JCSMTS and FHCCU), the JCSA President and General Secretary, representatives, the MC, MDA staff and an entertainer.

Mr. Stephen Reid hosted the event which had Sister President Techa Clarke-Griffiths, 2nd JCSA VP Kelvin Thomas and General Secretary Tifonie Powell-Williams in attendance. The discussion was spirited among the diverse group of predominantly men.

Paternity Fraud Panel Discussion – May 8, 2025

A joint panel discussion was held between MCC and the Women's Action Committee on Paternity Fraud as part of the JCSA Birthday Activities at the JACISERA, which was streamed live on the JCSA's YouTube page. Co-chair Brother Nikhail Campbell and Secretary Jerry-Neal Richards served as panelists.

Activities**JCSA Young Workers Committee Youth Forum – September 27, 2025**

Co-Chairs Bros. Allan Carter and Nikail Campbell attended the JCSA Young Workers Committee Youth Forum at JACISERA Park, held from 12:00 p.m. to 3:00 p.m. under the theme "Empowering Young Leaders: Navigating Growth, Well-being, and Inclusion in the Public Sector."

MMC on "How Sweet the Fruit" – September 30, 2025

Co-Chair Allan Carter hosted "How Sweet the Fruit" with guest Dr. Tamu Davidson, Director of Non-Communicable Diseases and Injuries Prevention, Ministry of Health. The discussion zeroed in on prostate cancer, from early detection and risk factors to breaking the stigma around men's health in Jamaica.

International Men's Day Church Service – November 19, 2025

Co-Chair Bro. Allan Carter represented the JCSA MCC at a church service held at St. Richard of Chichester Roman Catholic Church under the theme "Support that builds Men and Boys for Future Generations" for International Men's Day. The service highlighted the vital role of men in families, communities, and workplaces and called for a renewed commitment to creating a society where men and boys can thrive. The event was attended by Mr. Denzil Thorpe, Permanent Secretary in the Ministry of Culture, Gender, Entertainment and Sport.

Women's Action Committee Webinar – December 10, 2025

Co-Chair Bro. Allan Carter participated in the JCSA Women's Action Committee webinar, held in collaboration with Woman Inc., under the theme "How Does Violence Against Women Affect Their Mental Health and the Cry for Help?" The hybrid event, hosted at JACISERA Park and streamed via YouTube, featured expert panellists who explored key issues, challenges, and pathways to healing and support.

"Men Give Life" Blood Drive – December 20, 2025

The MCC hosted its "Men Give Life" Blood Drive at the National Chest Hospital in support of national emergency needs and Hurricane Melissa relief efforts. The event was supported by members, their families and colleagues. Donors received tokens of appreciation recognising their contribution.

Thanksgiving Service – January 11, 2026

The MCC hosted its New Year's Thanksgiving Service at the Salvation Army Kingston Central Church, attended by 12 members and two invited guests. The service concluded with a special prayer of blessing for the MCC's work. Members later gathered for fellowship in downtown Kingston.

MCC participation included:

- Bro. J. Richards (Secretary) as Moderator
- Bro. A. Carter (Co-Chair) who delivered greetings, outlined the Committee's objectives, and apologised for the absence of the Monitoring Officer
- Bro. N. Campbell (Co-Chair) who offered greetings and a musical rendition
- Bro. Ricardo Anderson (PRO) who expressed thanks and presented a contribution of \$10,000 to the church

Video testimonials – February 2026

As part of Reggae Month activities, Co-Chair Bro. Campbell led the production of short video testimonials featuring four MCC members. Each participant highlighted the impact of a selected reggae artist, reflecting the theme "Rhythms of Resilience."

Filmed at various locations within JACISERA Park, the videos enhanced the MCC's visibility and relevance by aligning its work with national cultural observances.

Presentation to Tarrant High School – February 13, 2026

The JCSA Men's Coalition Committee proudly presented a cheque valued at JMD \$100,000 to the Principal of Tarrant High School, Lt. Col. Paul Hall, during the school's 65th Anniversary Luncheon and Awards Ceremony at the JACISERA Park Recreational Complex, in support of the institution's continued development and its commitment to empowering students.

The March 2025 - February 2026 committee year was transformative, marked by new initiatives such as the Blood Drive, Thanksgiving Service and Reggae Month Video Testimonials, which complimented the tried and proven activities such as Man Talk 101 2025 and Ready fi di Road: Road Awareness Workshop. We look forward to the March 2026 - February 2027 committee year, as we are well-positioned to expand our reach and deepen our impact within the male community of the Public Service.

Members’ Services and Affiliation Committee

Monitoring Officer:	Bro. Alrington Roberts 3rd Vice President
Co-chairs:	Sis. Ann Marie Campbell-Bell Sis. Tracy-Ann Sinclair-Stewart
Treasurer:	Bro. Junior Nicholson
Asst. Treasurer:	Bro. Hopeton Campbell
Public Relations Officer:	Bro. Livingston Burnett
Asst. PRO:	Bro. Errol Scott
Secretary:	Sis. Netollia Fairweather-Sims
Asst. Secretary:	Sis. Nichola Thompson-Bailey
Special Projects:	Sis. Carmeleta Pessoa McGregor
Members:	Sis. Sandra Cameron Bro. Michael Thompson

Overview

The committee is tasked with seeking and improving benefits for its members with a focus on:

- negotiating discounts with providers, especially in rural areas
- strengthening membership through recruitment drives
- enhancing member benefits and engagement opportunities

Despite external disruptions such as the General Election (August 2025) and Hurricane Melissa (October 2025), the Committee successfully executed key initiatives.

Events and Activities

Discount Houses

Discount House Drives were conducted in two parishes: St. Catherine, where 27 stores were

approached and Kingston, where 13 stores were approached.

Planned drives in Clarendon and St. Ann were disrupted by the General Election in August 2025 and Hurricane Melissa in October 2025.

Membership Drive

The competition was launched on May 5th, 2025 with an annual recruitment target set at two thousand (2,000) members. Under this membership drive, each participant is expected to recruit a minimum of two applicants per week where prizes will be awarded as follows:

- Monthly prize
1-month membership at JACISERA Health & Wellness Centre (for social media quiz winners)
- Quarterly Prizes
1st Prize: Gift Basket from the Mini Mart valued at \$15,000.00 JMD
2nd Prize: Gift Voucher valued at \$10,000.00 JMD
3rd Prize: 3-month Gym membership at JACISERA Health and Wellness Centre valued at \$7,500.00 JMD
- Grand Prize: An all-inclusive weekend for two. This will be awarded at our Annual General Meeting to the person who gets the most memberships (minimum of 30 persons).

Achievements and Recognition

The Committee was recognised for its outstanding performance at the JCSA 2025 Annual General Meeting, underscoring its dedication and impact.

Individual Recognition:

- Sis. Campbell Bell - Departmental Representative of the Year
- Bro. Alrington Roberts - President’s Award
- Sis. Sinclair-Stewart, Bro. Nicholson and Sis. Fairweather-Sims - 5 years of service as Departmental Representatives

Long Service Awards Ceremony

The proposal was approved by the Executive Committee in February 2026. The ceremony aims to recognize and celebrate members who have demonstrated commitment to the Association for thirty (30) years and more.

Women's Action Committee Report

For the reporting period - June 1, 2025 to March 8, 2026

The Jamaica Civil Services Association Women's Action Committee (WAC) was dissolved on May 31, 2024 and a new administration was reconstituted on June 1, 2025.

Committee Members

Monitoring Officer	Pres. Techa Clarke Griffiths
Co-Chairperson	Sis. La'Toya Spence
Co-Chairperson	Sis. Geraldine Miles
Co-Chairperson	Sis. Shanti Francis
Members:	Sis. Maxine Shrouder
	Sis. Peter-Gaye Saunders
	Sis. Judeen Madden
	Sis. Micshica Green
	Sis. Betisha Brown
	Sis. Marcia Davis
	Sis. Steffani King Halstead
	Sis. Garcia Williams
	Sis. Fay-Ann Mitchell
	Sis. Nicola Thompson Bailey
	Sis. Petagay Hodges
	Sis. Jennilyn Peynado
	Sis. Georgia Marks Doman
	Sis. Stephanie Powell
	Sis. Sheryl Dunbar
	Sis. Cleopatra Howard
Liaison Officer:	Sis. Patrice Porter

The newly appointed Women's Action Committee convened its first meeting on July 31st, 2025, chaired by Co-Chair Geraldine Miles. New and returning members were welcomed and congratulations were extended to Sis. Shanti Francis on her appointment as Co-Chair. Sis. LaToya Spence provided an overview of the Committee's role and highlighted key mandatory observances, including International Women's Day and the 16 Days of Activism campaign.

The second meeting, originally scheduled for August 23rd, 2025, at Devon House, was postponed and subsequently held on September 5th, 2025. Discussions focused on the role and responsibilities of the Public Services International (PSI), the PSI agenda, and revisions to the Committee's Terms of Reference (TOR), which were finalized for submission to EXCO for approval. Upcoming activities requiring EXCO approval were also discussed.

At the meeting held on October 16th, 2025, updates were provided on submissions made to EXCO, including approval of the TOR. Planning activities intensified for the Annual Pink Walk/Run, with promotional materials and registration forms prepared by the JCSA Communications Team. Sis. Shanti Francis was assigned to lead the initiative on behalf of the Committee. Preparations also continued for the Annual Health Fair and the 16 Days of Activism activities, including volunteer coordination and venue setup for the planned panel discussion events.

Activities for the Year 2024/2025

Supporting Women's Centre of Jamaica

On March 14th, 2025, the JCSA Women's Action Committee donated essential supplies, including home economics and nursery items, to the Women's Centre of Jamaica Foundation located at 42 Trafalgar Road in Kingston, reaffirming its commitment to community outreach and support for young mothers. The event included interactive trivia sessions and a presentation by Nurse Edith Khan, who shared practical baby care guidance and emphasised nutrition, hygiene, and emotional wellbeing.

CPSA Conference

The WAC formed part of the delegation to 53rd Annual Caribbean Public Sector Association (CPSA) Conference, Bermuda in July 2025, which included the JCSA President, Co-Chairperson, Young Workers and Observers.

ICWI/JCS Cancer Society Pink Recovery Walk/Run

The run, postponed to November 16, due to the passing of Hurricane Melissa, had 55 participants, uniformed in pink t-shirts. Refreshments were provided.

The Annual Health and Wellness Fair was cancelled due to the passing of Hurricane Melissa.

As part of the **16 Days of Activism** campaign to eliminate violence against women and girls, several impactful initiatives were hosted aimed at empowerment, awareness and personal safety.

On November 27th, 2025, a **CPR and Self-Defence Session** equipped female participants with practical skills to respond in times of crisis. Over 35 members benefited from demonstrations in first aid and CPR conducted by two EMT technicians from the Jamaica

Fire Brigade, while Taekwondo expert, Lamar Jones facilitated self-defence training.

A **panel discussion/webinar** (via YouTube) on December 10th, 2025, concluded the series which was held in collaboration with Women Inc., under the theme, “How Does Violence Against Women Affect Their Mental Health and the Cry for Help?” The session featured a Clinical Psychologist, Senior Gender Specialists, a Rural Sociologist and the Manager of the Women Inc. Crisis Management Centre.

International Women’s Day

A church service was held at the Eastwood Park New Testament Church of GOD on March 8, 2026 at 10am with members of the Committee actively involved. A total of 100 tokens and refreshments were provided after the service.

Budget Call

The Committee responded to the Budget Call for 2025/26 on October 31, 2025 which outlined the expected income and expenses for the administrative year 2025/2026.

Monthly Meetings

WAC Meetings were held virtually throughout the year on all dates except August and November 2025, when no meetings were held. A planning meeting is scheduled for March 18, 2026.

Sports Committee

Monitoring Officer: Bro. Clarence Frater
 Co-chairs: Sis. Stephanie McGregor-Gayle
 Bro. Raymond Poyser
 Members: Bro. Rohan Skyers
 Sis. Trishon Mason-Hemans
 Sis. Janet Plummer
 Bro. Kenardo Menzie
 Bro. Jelani Clachar
 Sis. Melesia Kerr
 Bro. Jerry-Neal Richards
 Bro. Carvel Banton
 Bro. Raymond Austin
 Bro. Ewan Harvey
 Bro. Dwayne Goodison
 Bro. Troy McKetty

Overview

This report covers the period August 2025 to February 2026 and outlines the planning and execution of the JCSA Sports Competitions. The period was impacted by Hurricane Melissa, which caused significant disruption and required Committee members to engage in relief efforts within their respective MDAs. This also raised concerns about the feasibility of hosting the Competitions; however, the President encouraged continuation, noting the importance of the event in providing psychosocial relief to affected members.

Events and Activities

Preliminary planning began in August 2025, though several meetings were postponed due to the hurricane. Despite the challenges, a submission was presented to the Executive Committee in January 2026, and a budget of \$4.8 million was approved.

The Competitions were structured across two periods:
 February to May: Football, Netball, Domino
 July to August: Table Tennis, Basketball (new)
 Several improvements were introduced:

- an online registration system enabling real-time processing and documentation, reducing paper usage.
- QR codes utilised for access to Competition Rules and other materials.
- A Code of Conduct implemented to define roles and responsibilities and promote professionalism.

Monetary prizes were introduced for winning teams, fulfilling a commitment made by the President in 2024.

Participation and Registration

The registration period (January 6th – February 6th) recorded participation from 18 MDAs, a decrease from 27 in the previous year, due to missed deadlines and a strategic focus on JCSA members.

Total Teams

Football 16
 Netball 10
 Domino 9

New Entrants:

Accountant General’s Department
 Ministry of Labour & Social Security

Withdrawn:

Accountant General's Department
Civil Guardians
Tax Administration Jamaica

Football:*New participants:*

Ministry of Labour & Social Security
Office of the Prime Minister

Returning Teams:

Jamaica Customs Agency
Ministry of Health and Wellness

Opening Ceremony and Results

The Opening Ceremony was held on February 20th under the theme "Tough times don't last; Tough people do," with Dr. Mark Bloomfield, President of the Jamaica Weightlifting Federation, as guest speaker. The event attracted over 120 attendees, the largest audience in over a decade and featured a well-supported Dress Parade.

Dress Parade Winners:

Domino: Accountant General's Department
Netball: Ministry of Economic Growth & Infrastructure Development
Football: Jamaica Fire Brigade

Matches commenced on February 27th with the following results shown in the table.

Partnerships and Support

Niche Financing Limited partnered with the JCSA as a sponsor, reflecting growth in the Sports Programme. The Committee also secured Cable News & Sports TV for media coverage beginning with the Opening Ceremony. Continued partnership with the Ministry of Health and Wellness ensured the provision of medical and ambulance services throughout the Competitions.

Conclusion

A total of 129 matches were scheduled across Football (64), Domino (40) and Netball (25). Finals are slated for May 15th, with the Awards and Closing Ceremony on May 22nd to recognise outstanding performances. The Committee remains committed to delivering a high-quality programme that promotes resilience, unity and excellence among members.

Sport	Match	Result
Netball	Office of the Prime Minister vs Ministry of National Security & Peace	16 - 24
Football	Bustamante Hospital for Children vs National Land Agency	1 - 1
	Jamaica Fire Brigade vs Passport, Immigration & Citizenship Agency	11 - 0
Domino	Post & Telecommunications Department vs Accountant General's Department	43 - 42
	Jamaica Fire Brigade vs National Land Agency	56 - 46
	Ministry of Economic Growth & Infrastructure Development vs Ministry of Education, Skills, Youth & Information	31 - 49
	Kingston & St. Andrew Municipal Corporation vs Ministry of Labour & Social Security	12 - 0

Legislation and Regulations Committee Report

Monitoring Officer: Bro. Alrington Roberts
3rd V.P
Chair: Bro. Shawn Mitchell
Staff Assigned: Sis. Techa Clarke Griffiths
President

Overview

The Legislation and Regulations Committee (LRC) entered a new phase of development following the appointment of a new Chair at the General Council Retreat, held June 12–14, 2025, at the Grand Palladium Jamaica Resort & Spa, Hanover. This marked the formal reconstitution of the Committee and the beginning of its renewed mandate within the JCSA.

Oversight and Membership

Fourteen (14) General Council members volunteered to serve on the Committee, however, average attendance has been eight (8) members per meeting. Four (4) meetings have been held to date.

First Official Meeting

The LRC convened its first official meeting on September 26, 2025. Members were encouraged to share their understanding of the Committee's purpose, as none had prior working knowledge of its role and functions. Despite this, members demonstrated strong enthusiasm and a shared commitment to building a vibrant and sustainable Committee.

Key outcomes of this meeting included:

- Drafting of the LRC Terms of Reference (TOR)
- Agreement to meet on the third (3rd) Friday of each month, virtually, via the JCSA's Zoom account

Terms of Reference

The TOR was submitted to the Secretariat in October 2025 for review and approval. The LRC's proposed mandate encompasses three core areas:

Legislative Review

Monitoring and reviewing labour-related legislation enacted by Parliament to keep the JCSA and its members informed of relevant changes.

Policy Positioning

Recommending the JCSA's position on public sector policies, legislation and regulations that impact workers.

Referral Matters

Actioning matters referred by the Executive Committee or the General Council through the Office of the General Secretary.

Strategic Planning

Key proposals submitted to the JCSA for review and approval include:

- A minimum of one (1) face-to-face meeting per quarter
- Internal training sessions and workshops to build members' awareness of legislation, regulations, and policies
- Development of educational materials, including informational documents and short explanatory videos on labour-related legislation and their workforce impact

Labour-Related Legislation & Regulations Register

A core deliverable of the TOR is the preparation and maintenance of a comprehensive Register of all labour-related legislation and regulations, capturing the date each law was passed, its effective date and a summary of its purpose and intent.

To complement the Register, the LRC plans to produce simplified, accessible content through YouTube Shorts (2 to 5 minute videos), booklets, and pamphlets, for circulation to the General Council and wider membership. The process of identifying and compiling all relevant legislation has already commenced.

Way Forward

Pending formal approval of the TOR by the Executive Committee, the Committee will continue meeting as scheduled, with focus on strategic planning, development of educational tools, and building internal capacity.

The ultimate goal of the LRC is to ensure that members are well-informed and fully conversant with Government of Jamaica labour-related legislation and regulations, and their relevance to members' professional lives.

Occupational Safety and Health Committee

Overview

The Jamaica Civil Service Association (JCSA), through its Occupational Safety and Health Committee, supports the implementation of the proposed OSH Act and further advocates for its expansion to include the mental and physical wellbeing (psychosocial health) of workers.

The OSH Committee is one of the most recent committees of the JCSA, a mandate of the newly elected President. Starting in 2023, the committee is chaired by two Co-Chairs. The Committee is ratified annually, hence, six Co-Chairs to date.

Sis. Carol Clarke (Chairman)

Bro. Robert Chung

Sis. Pauline Anderson

Sis. Camille Buford

Bro. Dwayne Goodison

Sis. Racquel Campbell
 Sis. Yanike Sancko-Valentine
 Sis. Trudy Brennan
 Sis. Sandra Mendez-Williams
 Sis. Sharon Patterson
 Sis. Fayann Mitchell
 Bro. Ricardo Anderson
 Bro Morris Stewart
 Bro. Sheldon Graham
 Sis. Peta Gay Williams
 Bro. Allan Carter
 Sis. Jody Ann Bailey
 Sis. Latoya Williams
 Sister Kadia Green Blair
 Brother Kelvin Thomas- 2nd VP (Monitoring Officer)

Objectives of the Committee

- To develop and solidify the Committee
- To train OSH Ambassadors
- To create, develop and implement the Wholesome Workplace Model
- To have the Risk Assessment Framework implemented in the MDA's
- To highlight Mental Health Challenges in the workplace

Achievements

- Published a Mental Health Awareness Video
- Developed The Wholesome Workplace Model
- Trained 22 OSH Ambassadors
- Successfully completed Risk Assessment on two JCSA Facilities - The Secretariat and JACISERA Park

Meetings

The Inaugural OSH Committee Meeting was convened in June 2025 which marked the beginning of the committee's renewed efforts toward advancing workplace health and safety objectives. A total of seventeen (17) members attended this inaugural session, including the Monitoring Officer.

The Chairman opened the meeting and pledged commitment to collective action. The Committee's objectives were thoroughly discussed and unanimously approved.

Regular meetings are to be held the last Monday of each month at 2:30 PM, providing a structured schedule for future deliberations and initiatives. A total of five meetings from July to October were held,

each well-attended, with at least eighteen members present. During the July meeting, officers were newly elected as follows:

Secretary:	Sis. Latoya Williams
Assistant Secretary:	Sis. Trudy Brennan
Treasurer:	Sis. Camille Buford

Membership Enrolment

In July, the committee welcomed five additional members, increasing the total membership to twenty-two.

Overview of 2024 Projects

During 2024, several initiatives were reviewed with the objective of enhancing Occupational Safety and Health (OSH) practices and raising awareness among both civil servants and committee members.

Key Projects

- **OSH Survey**
 The OSH Survey Tool did not achieve the expected level of participation, with response rates falling below target. Just over 320 members completed the survey, which limited the ability to draw broad conclusions from the data.
- **OSH Risk Assessment Tool**
 A comprehensive risk assessment was conducted at the JCSA Secretariat. This evaluation was carried out by a team of three Assessors, under the leadership of Robert Chung. Upon completion of the assessment, the resulting report was submitted to the Secretariat for their review and action.
- **Air Quality Survey at Brown's Town Community College**

New Projects

To commemorate Mental Health Day, an event was held at the Kingston Public Hospital (KPH) where Brother Chung delivered a presentation. The Committee also released a three-minute awareness video on October 9th, 2025 via social media, highlighting the importance of mental wellbeing among workers in MDAs.

Engagement statistics

Instagram:	307 views
YouTube:	71 views
Facebook:	199 reach and 98 post engagements
WhatsApp:	Pending

A Mental Health First Aid Programme concept paper was developed and is summarised as follows:

Context and Objective

The programme addresses the increasing visibility of mental health challenges among public service workers due to workplace and personal issues. It aims to provide early intervention for those showing signs of mental health decline to help them remain functional and recover.

Scope of Care

This “first aid” is designed for psychosocial hazards and initial signs of strain, such as stress, anxiety and depression, rather than professional treatment for chronic or psychotic illnesses like schizophrenia or bipolar disorder.

Integration with OSH

The JCSA proposes treating mental health under Occupational Health and Safety (OSH) concepts, arguing that just as physical injuries require immediate first aid, mental health “injuries” require swift action to prevent further deterioration.

First Responder Model

The programme will identify and train 20 volunteer mental health first aiders in the first instance. These responders will be screened for confidentiality and trustworthiness.

Operational Guidelines

To maintain privacy and professional boundaries, mental health first aiders will not provide aid within their own ministry or department. They must also maintain strict confidentiality unless the person requires a referral to professional services.

Support Systems

The plan includes establishing a mental health hotline for those in distress and creating formal referral links to the Ministry of Health and Wellness for individuals needing professional psychiatric care.

Proposed Recovery Benefits

The JCSA intends to claim up to five mental health days per year for workers referred to formal programmes, provided they have a medical certificate from a psychiatrist.

Leadership and Implementation

The programme is to be led by Bro. Ricardo Anderson and Sis. Mendez Williams. Next steps include partnering with the Ministry of Health and Wellness for training and an official launch to ensure public sector awareness.

Training Report

The OSH Committee conceptualised this specialised training in October 2025 to address the need for enhanced safety expertise amongst its members. While the programme was initially delayed by Hurricane Melissa, it was successfully rescheduled for January 2026.

The training focused primarily on the Wholesome Workplace Model, with specific instruction regarding the Risk Assessment Tool. These topics were chosen to significantly improve the participants’ ability to apply occupational safety and health (OSH) practices within their various organisations.

The training delivery was divided into two distinct phases:

- Virtual Instruction: Commencing on January 5th, 2026, this phase spanned two weeks with sessions held three (3) days per week. Each session lasted two hours, resulting in a total of 12 hours of virtual face-time.
- The programme concluded with a practical session held on February 20th, 2026, at JACISERA PARK.

Outcomes and Deliverables

A total of 22 participants successfully completed the requirements to become OSH Ambassadors, though formal certification is currently pending. A key output of this training is a Risk Assessment Report, which the committee intends to make public as soon as it is finalised.

Special Thanks to the OSH Committee Members, Bro. Allan, our resident IT personnel; Sis. Camille our script writer; Sis. Trudy, Sis. Mendez, Members and Bro. Chung, our Team Lead. We look forward to your continued support in 2026.

Disaster Preparedness & Response Committee (DPRC)

Chairman: Sis. Techa Clarke Griffiths
President

Monitoring Officers: Bro. Kelvin Clarke
(1st Vice President)
Bro. Clarence Frater
(2nd Vice President)
Bro. Alrington Roberts
(3rd Vice President)
Melaini Mullings-Arnold
(Honorary Treasurer)

Purpose & Mandate

The Disaster Preparedness and Response Committee (DPRC) coordinates the JCSA's preparedness, response and recovery support for members affected by natural or man-made disasters, ensuring timely assistance, information, and representation during crises.

Key Functions

- Preparedness - Develop guidelines, maintain a vulnerable-member database, and promote disaster readiness training.
- Response - Activate response mechanisms, collect impact data through chapters, and liaise with relief agencies.
- Recovery - Assess medium- and long-term member needs; coordinate relief drives, counselling, and fundraising.

Governance & Meetings

The Committee is chaired by the President or designate and includes a Vice-Chairperson, an Executive Committee representative, chapter representatives, and the General Secretary (ex-officio). It meets quarterly, with emergency sessions convened as needed. Quarterly and post-disaster impact reports are submitted to the Executive Committee.

Hurricane Melissa - Key Findings (December 2025)

Hurricane Melissa caused widespread disruption across several parishes, directly impacting JCSA members with:

- Permanent property damage, temporary displacement and emotional trauma.

- Significant financial hardship related to recovery costs.
- Communication disruptions that hindered timely impact assessments and survey completion.

Lessons Learned

- Rapid impact assessments are critical within 24 to 48 hours of a disaster event.
- Clear, structured application processes for member assistance are essential.
- Stronger communication channels with chapters and members must be maintained.
- Dedicated disaster relief funding is necessary for a sustainable response capacity.

Strategic Actions Implemented

Following Hurricane Beryl (2024), the JCSA strengthened its preparedness infrastructure ahead of Melissa, including:

- Activation of the DPRC and development of a Disaster Relief Fund Policy.
- Creation of a Member Disaster Assistance Application Form and Rapid Impact Assessment Template.
- Introduction of a Disaster Impact Dashboard to track and report member impact.

Recommendations for the Executive Committee

- Formally adopt a JCSA Disaster Response Framework.
- Approve a permanent Disaster Relief Fund with annual dedicated funding.
- Issue annual disaster preparedness communications at the start of each hurricane season.
- Strengthen chapter-level disaster response mechanisms island-wide.

These Terms of Reference are reviewed every two (2) years or as determined by the Executive Committee.

Bus Management Committee Report

For the period June 2025 to February 2026

Representatives: Bro. Michael Thompson
Bro. Raymond Poyser

The year was marked by continued operational challenges within the Government Employees Transportation Service (GETS), persistent industrial relations concerns and the need for sustained advocacy on behalf of JCSA members that utilize the service. Throughout the year, the Association remained actively engaged in safeguarding members' and operators' rights, promoting safe and fair conditions for travel, and ensuring accountability by the relevant authorities.

JCSA Representation and Advocacy

The JCSA maintained active representation on the Bus Management Committee, ensuring that the concerns of members were consistently placed on record and addressed at the appropriate level.

Key advocacy areas included:

- **Staffing, Recruitment and Retention**
The Association raised repeated concerns regarding the shortage of drivers, noting that recruitment efforts were undermined by wage packages that were not competitive within the current cost-of-living environment. Reports indicated that several qualified applicants withdrew from the recruitment process once remuneration details became known. The JCSA emphasized that inadequate compensation will affect staff morale, retention of certified drivers and the continuity of the service.
- **Terms and Conditions of Work**
The Association advocated strongly on matters affecting GETS staff's daily working conditions. The Union believes that poor working conditions of any kind will affect even the best run service. Some areas of concern include:
 - Inadequate depot infrastructure
 - Ongoing roof leaks and facility deterioration
 - Water supply irregularities and access control issues
 - Restricted access to service bays

The JCSA maintained that these issues have both health and safety implications and must be treated as urgent industrial relations matters. If left unresolved, these issues will eventually have a negative impact on our members who use the service.

- **Fleet Condition and Maintenance**
Concerns were raised about the limited availability of operational buses, largely resulting from delays in repairs and difficulties sourcing replacement parts, especially for Hyundai units. The Association supported calls for high-level intervention to address supplier-related delays that continue to compromise service delivery and increase workload pressures on staff which will lead to substandard service.
- **Safety Incidents and Monitoring**
The Association actively monitored and raised issues relating to:
 - Vehicular accidents involving the buses
 - Repeated Mechanical failures
 - The absence of spare tyres on the fleet vehicles

The JCSA reiterated the importance of:

- Strict daily vehicle inspections
- Compliance with safety protocols
- Clear accountability where lapses occur
- **Financial Transparency**
While not responsible for financial management, the JCSA exercised its representative role by questioning and seeking clarification on matters that directly affect the service. The fluctuating fuel costs throughout the year was also a cause for concern and supported the requests for clearer reporting where variances arose, particularly in the context of budgetary planning and service sustainability. The JCSA continued to advocate for the welfare of GETS staff beyond contractual obligations which forms part of a good service delivery.
- **Support During Natural Disasters**
Following the passage of Hurricane Melissa, the Association sought updates on affected workers and welcomed efforts to support staff whose homes were damaged. The JCSA were supportive and encouraged initiatives aimed at addressing the mental and emotional well-being of GETS staff affected by the traumatic experience.

Conclusion

Despite the fiscal, operational and administrative challenges, the Bus Committee remained steadfast in its role as a defender of members' rights, safety and dignity when using the service.

Toastmasters Club

Overview

This report covers the activities and achievements of the Toastmasters Club for the year ended March 31, 2026.

The JACISERA Toastmasters Club, chartered in January 2021, operates as a closed club for members of the Jamaica Civil Service Association (JCSA). The Association supports the Club by subsidising 50% of members' annual Toastmasters dues, strengthening leadership and communication development within the public service.

Club Leadership (2025–2026)

President	–	Sis. Melaini Mullings-Arnold
VP, Education	–	Sis. Tamika Small
VP, Membership	–	Sis. Tifonie Powell-Williams
VP, Public Relations	–	Sis. Helen Hutchinson-Mason (Resigned in Feb, 2026)
Secretary	–	Sis. Janet Plummer
Treasurer	–	Sis. Eulin Hyatt-Beckford
Sergeant-at-Arms	–	Sis. Brittany McLeod

Meetings and Governance

The Club meets on the second and fourth Monday of each month, providing opportunities for members to develop leadership skills and deliver Pathways projects. Executive Committee meetings are held monthly to guide planning and strategic direction, with decisions ratified by the general membership.

Key Activities:

October – December 2025

The Club hosted four (4) regular meetings and one (1) Executive Committee meeting. Activities included team-building exercises and reflective discussions following Hurricane Melissa, reinforcing unity and resilience among members.

The December 8, 2025 meeting, held at JACISERA Park under the theme "A December to Remember," featured festive team activities and recognition of members' educational achievements. The event also marked the final Club activity for calendar year 2025.

January – March 2026

5th Anniversary Celebrations

The Club marked its fifth anniversary with a week of activities from February 1-7, 2026. The celebrations opened with a church service at Bethel Baptist Church, where President Mullings-Arnold delivered greetings on behalf of the Club and Toastmasters International, and Secretary Plummer read the first Lesson. The service was attended by current and past JCSA Officers, including 2nd Vice President Kelvin Thomas and Immediate Past President O'Neil Grant.

The anniversary week culminated in a gala awards ceremony and banquet on February 7, 2026, at which awards were presented to members for educational achievements, and to Sponsors, Mentors, and District Officers for their service to the Club.

Public Speaking Contests

In March 2026, the Club hosted its Public Speaking contests, including both the Area and Division Contests, at JACISERA Park. These and all other Club meetings and events were held in the O'Neil Grant Auditorium.

Janet Plummer
Club Secretary

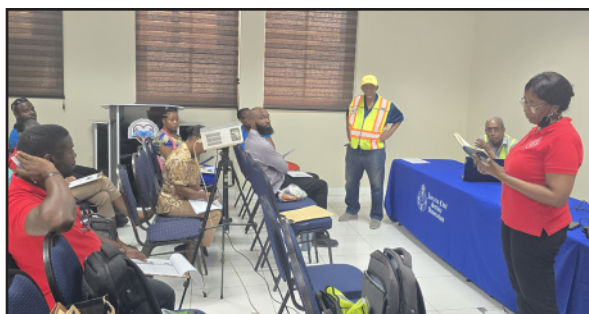
Photo Highlights



Womens Action Committee members participating in Pink Run.



Womens Action Committee supporting Women's Centre of Jamaica.



Occupational Health & Safety Committee Chairman addressing committee members at JACISERA Park.



Media personality, entertainer "Curly Loxx" makes a point at Man Talk 101.



Men's Committee members Dwayne Goodison, Ricardo Anderson, Christopher Scott and Clarence Frater taking part in the Blood Drive



Occupational Health & Safety Committee conducting assessment at JACISERA Park.



Netballers in action.



Sports Committee members celebrate at Closing Ceremony.



Warm greetings on Minimart Sales Day



Minimart Management Committee members.

Photo Highlights



Pres. Techa Clarke-Griffiths makes presentation to 106th AGM Guest Speaker Miss Paula Llewellyn.



Officer Corps at the 106th AGM Opening Session.



Pres. Techa Clarke-Griffiths joins entertainer "Short Boss" in celebrating JCSA's 106th Birthday.



Schools Debating Competition 2025



Team JCSA representing at Sigma 5k.



JCSA Church Service

Minutes of the 106th Annual General Meeting of the Jamaica Civil Service Association

Opening Ceremony

JACISERA Park, Thursday, May 29, 2025

(Day 1)

THEME: “106 years of Breaking Barriers, Building Bridges and Driving Transformational Change for Quality Public Service.”

Master of Ceremonies:

Ms. Fae Ellington, CD

INVOCATION

Bishop Dr. Clement Clarke, Senior Pastor,
Eastwood Park New Testament Church of God

CALL TO ORDER

Mrs. Techa Clarke Griffiths, OD, MBA,
President, Jamaica Civil Service Association

NOTICE CONVENING THE 106th ANNUAL GENERAL MEETING

General Secretary, Sister Tifonie Powell Williams read the notice.

ACKNOWLEDGEMENTS

President Techa Clarke Griffiths acknowledged the Hon. Zavia Mayne, Minister of State in the Ministry of Finance and the Public Service, representing the Hon. Fayval Williams the Minister of Finance and the Public Service; The Leader of the Opposition, Honourable Mark Golding; Keynote speaker Director of Public Prosecutions, Miss Paula Llewellyn, CD. KC. Honourable Audrey Sewell OD, JP, Cabinet Secretary; and Mrs. Marsha Henry-Martin, Permanent Secretary. Condolences were offered to Miss Llewellyn on the passing of her brother.

She also acknowledged the JCSA Officer Corp, Executives, past presidents of the JCSA and other invited guests

WELCOMING REMARKS

President Techa Clarke-Griffiths

As we gather here today, we do so not just to review the past year but to re-energize our collective spirit. This Association was founded on the principles of advocacy, accountability and advancement. Those principles are alive and well and they are needed now more than ever. The most effective and productive public servants are not chasing money, they are anchoring themselves in service to this nation. The most effective trade union representatives are not chasing money, they are trying to figure out how they can serve this Association better, elevate the JCSA and leave the members inspired, encouraged and hopeful that they found them. This is real value. My brothers and sisters, progress is born of the courage to break down barriers, the wisdom to build connections and the vision to lead transformational change that serves the greater good. Therefore, let excellence be the stage you stand on and everything else will open up for you.

To my officers, executive members, General Council, departmental representatives, chapter chairmen and chapter representatives, our retirees, first officers, partners, specially invited guests, thank you for your steadfast support and your presence here today.

GREETINGS

Joint Confederation of Trade Unions St. Patrice Ennis, President

FROM THE CABINET SECRETARY

Mrs. Audrey Sewell

... It is with a deep sense of honour and sincere appreciation that I greet you all brothers and sisters. I stand before you today not simply as a fulfillment of a ceremonial obligation, but a demonstration of shared purpose that has defined the continued partnership

between the JCSA, the Government and other key stakeholders, in transforming the public service. I am talking about transformation. Some transformation has happened in our lives, three of us, Madam DPP, Madam President and my life. We are first in our field, first female in our field. That's a part of the transformation. You think one time a woman would be standing here as Cabinet Secretary and as DPP and as President of the Civil Service Association? No. We stand with you and stand proudly representing the guiding theme for the JCSA 106th Anniversary, "Breaking Barriers, Building Bridges and Driving Transformative Change for Quality Public Service", a statement of fact. For 106 years the JCSA through its partnership and engagements has worked meticulously and relentlessly to craft bridges between the aspiration of public servants and the transformative vision of the Government to establish a high quality public service that is performance driven, client-focussed, result oriented and ever evolving.

Realising the complete scope of today's theme, requires collective responsibility and it's the same thread that St. Patrice just said not so long ago. It requires collaboration across different sectors such as the Government, civil society and the private sector to achieve systemic longterm and disruptive solutions to complex challenges. And I say 'disruptive' because sometimes you have to disrupt the status quo to make things happen. As such, the Government through its ministries, departments and agencies, the Association and you who are here today, are dedicated public servants, and each is essential to transformative change. The Association defends and demands progress. I can tell you about it, I have been at the bitter end of the stick at times. Recently I had to meet with Brother Wayne Jones and the President, but it was good, because we were on the same page.

As someone who wears multiple hats, Head of the Civil Service, Cabinet Secretary and Chairman of the Permanent Secretaries Board, I am strategically poised to appreciate the value of inter-connectivity, the delicate balance between leading and serving and the importance of seeing the bigger picture. Executing these roles allow me to understand that progress cannot be measured by the health of a single tree, but by the flourishing of the entire forest. Each branch of Government, each ministry, each public servant are

interwoven in the fabric of a larger ecosystem, which relies on the support and strength of each other to drive real sustained transformation for quality public service. To drive transformative change demands visionaries who are both agile and committed and who can skillfully navigate a world characterized by rapid changes, unpredictable economic shifts, unprecedented climate events and global health crisis.

As leaders and public servants, it is necessary for us not to see ourselves as mere employees, but as agents of change. Just as God in his infinite power transformed a formless and void earth into a masterpiece, we have been created in his image possess that, we who have been created in his image possess that same transformative ability. Do you believe it? Yes. To turn challenges into opportunities. Sometimes we complain too much. When the challenges come upon us, let us look for opportunities to change.

We can move inefficiency to efficiency and unsatisfactory customer service into service excellence, reshaping the public service, homes, schools and entire events. The results of our collective efforts speak volumes and are mirrored in the changes observed across our national landscape. We have seen some positive development that we are happy for because many times we are not directly affected but indirectly we are. So today I challenge everyone here including myself and those across the country, let us continue to break barriers that no longer serve us; build bridges and connect and uplift and drive the sustainable transformation through long term commitment and investments, such that ensures that Jamaica not only survive but thrives. May the rest of today's proceedings be enriching as we advance. May the Lord's will be done in our lives and he undergirds us with his strength. May his wisdom guide our decision and his grace sustain our efforts and may our service be pleasing in his sight as we aim to make Jamaica the place of choice, to live, work, raise families and do business, and somebody has added "and to retire". God bless you all..

GREETINGS

St. Vincent and the Grenadines Public Service Union read by General Secretary, Shelly-Ann Alexander Ross.

Emcee Fae Ellington then invited the Leader of the Opposition, Mark Golding to bring his greetings to this 106th meeting of the Jamaica Civil Service Association.

GREETINGS

Hon. Mark Golding, MP.
Leader of the Opposition

At 106 years this makes, I believe, this Association the oldest, certainly in Jamaica, that has survived to the present day, and I believe beyond Jamaica and the English speaking Caribbean. So that is a phenomenal achievement of longevity and sustainability. And, of course, it has only been able to achieve that because of its continuing relevance to its members and to its steadfast adherence to its vision and purpose, and we know how central the civil service is to national development.

I come from a private sector background, and I did spend four years in the Ministry of Justice where I had the privilege and honour of working alongside some very impressive and dedicated public servants, and that was a life changing experience for me, really, because I saw our people working in often difficult conditions were so dedicated to nation building, and live beyond the call of duty to get the work done that needed to be done. At that time we were in a very challenging kind of programme and the Ministry of Justice had responsibility for all the structural benchmarks in the programme that were of a legislative nature. And it meant that our team at the Ministry of Justice and the Attorney General's chambers had to really put in very long hours, often on week-ends, in order to meet deadlines that had been agreed with the IMF, and we didn't miss one and it's really a testament to the dedication of that team of public servants that Jamaica has reached where it is now in terms of our sustainable public finances. I want to big them up, and some of them are here today.

Employment relations is challenging and we come from a historical place in which the bargaining power on either side of the table was very unequally yoked, and through visionary leadership and the development of progressive legislative and other mechanisms that we have reached where we have in addressing those imbalances. It is a journey which probably will never end but significant progress has been made over the years and as St. Patrice was saying, the 50th Anniversary of the Labour Relations and Industrial Disputes Act and the mechanism if created for solving industrial disputes at the IDT, the Industrial Disputes Tribunal, that marks a seminal moment in the history of our labour relations.

Today we still have a lot of issues that we have to confront. There is the whole question of the use of contract work in the society, which is being addressed incrementally in the public service, but which also pervades is the private sector, and because of the recurrent short term contract, workers don't have the benefit and security that workers in Jamaica are intended to have, and that's unfinished business that has to be addressed and will be addressed in due course.

We also have sectors and industries where there is no organized labour, there is no organized representation of workers and where from time to time we see the manifestation of that breaking up. So in the last quarter of last year we saw in the hotel sector a series of industrial actions which took the country somewhat by surprise, but indicative of a need for a new approach, and I know some work has been done to try and take the conditions of work and the status of workers in that sector forward. I believe more needs to be done and there are other sectors as well where you have similarities there. I am a believer in the benefit of the Joint Industrial Council in industries which are unrepresented with minimum standard of working conditions and terms and conditions of employment can be assured to all in those sectors, is something I think to pursue going forward.

The whole question of the ownership in the economy and the relationship between capital and labour and how to change that dynamic to have a commonality of interest through employee share ownership. That is something which at one time in the 90s wasn't very much in vogue and efforts were made as part of Government policy to incentivise the giving, not giving, but making equity ownership in enterprise available to workers through a system of incentives, tax incentives and indeed in the public service, when the Jamaica Printing Services was created and divested, the Government printery was divested through it. It was done through that mechanism so that companies, in fact, was a hundred percent worker owned. These are things which I think we need to dust off and look at again, so that we can continue to broaden ownership in the society, make Jamaica a more inclusive society with wealth not so concentrated in the hands of few, but broadened and everybody has the opportunity to participate in the benefit of ownership.

I want to just close these brief remarks by congratulating Sister Techa Clarke- Griffiths on her re-election. Having met her before I know she is blessed with an indomitable spirit and is an irrepressible advocate for and on behalf of the members of her Association. I know that her re-election is well deserved and I would just say, let us all continue to advocate for what is right and just, but do so in the spirit of nation building and with the ultimate objective of building a better Jamaica in our hearts, in the centre of our thinking and our method as we go about the difficult task of reconciling competing interests. We are in a world which is proving itself to be increasingly challenging in ways we probably wouldn't have foreseen even a decades ago, where global supply chain are being disrupted, terms of trade are being changed almost daily, climate change is an unfolding reality and prices that we in Jamaica are particularly vulnerable to, and where we have to ensure we make the necessary investments to protect ourselves from the worse effects. All of these things require us to be mindful of our role in history and our place on God's earth as we seek to advocate for our own best interest and the collective interest of our colleagues, but as part of the greater good of building a wonderful Jamaica, a blessed country in the world. Thank you very much

DECLARATION OF OPENING

Hon. Zavia Mayne, Minister of State representing the Minister of Finance, the Hon. Fayval Williams.

It is an honour to be invited here today to declare the 106th Annual General Meeting of the Jamaica Civil Service Association open on behalf of the Minister of Finance and Public Service the Honourable Fayval Williams. Minister Williams is an ardent supporter of the mission and mandate of the JCSA to provide excellent advocacy support to its members who form the public service of Jamaica. Regrettably, she is unable to attend; however, she sends her warm regards and congratulations to the JCSA on achieving such a notable milestone. This year's theme, "106 years of Breaking Barriers, Building Bridges and Driving Transformational Changes for Quality Public Service" encapsulates the essence of the progress made and the work ahead for the JCSA. It demonstrates the incredible journey that this Association has taken to champion significant reform and advocate for the rights and welfare of public servants throughout the length and breadth of the public sector.

In 1920 the JCSA was established with the Government's approval and has always worked closely with the Government to defend the rights of its members. The Association has instituted itself as an invaluable partner that has improved the standard of the public services and the welfare of its members. In so doing, the Association has set the precedent for institutions like the Bustamante Industrial Trade Union and the National Workers Union, which serve as a reminder today of what we can do for Jamaica when we come together in the spirit of advocacy.

Trade unions have played an integral role in improving the welfare of the working class, by bridging the gap between employers and employees. With 30,000 members, the Association makes up more than 26 percent of the public sector work force. The JCSA is instrumental in shaping a more inclusive, responsive and accountable public service; one that continues to evolve in the face of new challenges and demands. The Ministry of Finance and Public Service recognizes the invaluable role the JCSA plays in the ongoing transformation of the public sector, through sound representation, strong petition and advocacy in several areas. Every healthy democratic society needs institutions like the JCSA to hold Government accountable to the needs of those it represents.

At the core of our goals in the public service, is transformation. Unprecedented development in governance and technology are allowing us to provide services more effectively and open. Embracing these changes requires courage and adaptability. As public servants we must be willing to learn continuously, innovate boldly and lead with integrity as we aim to serve you better. This theme of transformational change resonates strongly with the priorities of Government, from improving governance structures to enhancing service delivery, we are committed to fostering an environment in which public servants are empowered, valued and equipped to meet the evolving needs of the Jamaican people. This includes ensuring that the public service remains a model of inclusivity where hard work is celebrated and compensated and where every voice is heard.

The Public Sector Modernization Division within the Ministry of Finance and the Public Service and the Transformation Implementation Unit are testaments to

this commitment. As we look ahead, the future of the public service in Jamaica will be defined by continued collaboration, bold action and the pursuit of excellence. Together we will drive the transformation changes necessary to create a public service that not only meets but exceeds the expectations of the ordinary Jamaicans. In order to achieve this we must continue to prioritise the needs of our public service in a constantly changing global environment.

I want to congratulate Miss Techa Clarke- Griffiths on retaining the presidency of the JCSA. We commend her exemplary leadership and unwavering commitment to advancing the interest of the civil service. I want to laud the executive leadership of this noble Association for leading the charge of public service advocacy with grit and integrity. I implore you to continue breaking down barriers that have traditionally limited the potential of civil servants while building bridges of opportunity, innovation and collaboration that connects the Government to the people it serve.

In closing, let me once again congratulate the JCSA on this significant milestone, your legacy of advocacy, leadership and service has made an enduring impact on the public service, and I have no doubt that the work we continue to do together will only enhance that legacy for years to come. Thank you. I now declare this conference open.

M.C. Ellington invited the President to the podium

PRESENTATION OF GENERAL COUNCIL

President Clarke Griffiths hailed past officers of the Association and thanked them for laying the foundation of the organization. She also presented members of the National Staff Relations Council to the gathering. Members of the General Council for 2025 were recognized.

PRESENTATION TO THE CIVIL SERVANTS OF THE YEAR AWARDEES

- Barbara Riley Williams, Middle Management Category.
- André Allen, Managements Category
- John Bonfeather, Technical Support Category
- Sister Veronica Miller Richards, Peoples Choice Award

President Griffiths-Clarke thanked First Heritage Co-operative Credit Union for their contribution to the Civil Servants of the Year and announced that the JCSA would be donating \$100,000 towards the civil servants project.

Recipient of the Civil Servant Award announced projects to improve infrastructure at Garvey Maceo High School and upgrading the Resource Centre of the Cockburn Gardens Primary School.

PRESENTATIONS

Presentations were made to:

- Bro. Jeremy Paul Bennett of the Jamaica Cooperative Insurance Agency (JCIA) for outstanding service and steadfast support to the members of the JCSA.
- The family of the late Denham Whilby for their unwavering commitment to sustaining the legacy of excellence and service, exemplified by the late Denham Whilby.
- The Jamaica Civil Service Mutual Thrift Society for their continued dedication, responsiveness and steadfast support of the public sector.
- The family of the late Samuel Stewart in honour of their lasting contribution to the JCSA and the wider public service.

PRESIDENT'S ADDRESS

Fellow members, partners, specially invited guests, as we celebrate 106 years of the Jamaica Civil Service Association, I stand before you deeply honoured not only as your President but as the first woman to hold this position in the Association's proud history. As I approach the end of my first term and prepare to serve a second term unopposed, I am filled with gratitude, purpose and a renewed commitment to serve you with integrity, courage and vision. Our journey over the last century has been one of resilience and transformation. This year's theme "Breaking Barriers, Building Bridges and Driving Transformative Change for Quality Public Service" perfectly captures who we are and what we continue to thrive for.

From humble beginnings to now, being a major voice in national development, the Jamaica Civil Service

Association remains rooted in voluntarism, advocacy and the advancement of public service excellence.

As we gather for this annual general meeting, we do so with pride and purpose. This year marks 106 years of enduring legacy of service, sacrifice and solidarity. We are more than an organization, we are a Movement rooted and grounded in history, fuelled by hope and driven by our tireless pursuit for justice and dignity for all. Our theme is both timely and reflective. It captures the heart of who we are and the journey we continue to travel, pushing through obstacles, creating unity across the public service, leading changes that includes lives.

We acknowledge and we celebrate the continued presence and influence of three of our esteemed presidents. Brother Wayne Jones ...Brother Eddie and Brother O'Neil Grant whose wisdom and dedication remain invaluable to our cause.

As we look ahead we do so with a deep awareness of the issues that demand our leadership: Violence against women and girls, and violence and harassment in the world of work remain a global crisis that strike at the very fabric of dignity and workplace equity. In this regard the JCSA join hands with the Public Services International, our umbrella organization; the Jamaica Confederation of Trade Unions, in calling for the urgent ratification of ILO Convention 190. These historic conventions developed by the International Labour Organization through its framework of government employees and workers, sets out clear standards to create safe respectful and inclusive work environment for all public servants.

The Jamaica Civil Service Association continues to be an active partner in this collective effort, recognizing that our role extends way beyond representation. They are advocates for structural change. Through our engagement in the tripartite process, we affirm the importance of dialogue and cooperation between the Government, the trade unions and the workers: Advancing workers' rights, improving working condition and building stronger institutions. And I am going to say this, there should be nothing about us without us.

Our commitment to workers goes beyond the workplace. We are pressing for access to affordable

housing solutions for public sector workers, because security and dignity begin at home. We believe that every public servant who contributes to the National Housing Trust deserves a place to call their own.

As we embrace a future driven by innovation, we are prioritizing skill development and digital readiness. The public services must be equipped to meet the demands of a rapidly evolving digital economy. We continue to advocate for structural training and upskilling programmes, ensuring that no worker is left behind in this transformative process. We also recognize the critical importance of just transition, and a fair and inclusive approach to shifting economies and technologies.

As Jamaica advances towards a greener more automated future, the JCSA is actively engaging with stakeholders to ensure that workers are protected, re-skilled and included in every step of that development. At the same time, brothers and sisters, we must embrace the technological shift shaping our world, the rise of artificial intelligence and transformation brings with it the potential to revolutionize public service delivery, but this must be done with a firm commitment to ethical deployment, job protection and human centered values. As we modernize our systems the JCSA will continue to advocate for training opportunities, transparency and inclusivity, ensuring again that no worker is left behind in this digital age.

As we reflect on our journey of "Breaking Barriers and Driving Change", let us not forget one of the most pressing challenges facing the public service today, the quiet crisis of mental health. Too often our dedication to service comes at the cost of our own well-being. Sixty percent of our members are women. We are caregivers, we are nation builders, we are problem solvers, but we are also human. Mental health is not a luxury, it is a necessity for a productive and resilient workforce. The pressure we face of under-staffing, increasing demands and the emotional weight of public service require that we prioritize not just our physical health but also our emotional well-being.

We must normalize seeking help and not be stigmatized for seeking help. We must advocate for access to counselling and welfare programmes, and foster a work environment where people feel valued and

supported. That is what bridges really mean, connecting with each other on a human level and ensuring that there is empathy in the public service. Without empathy the workers suffers in silence.

As we look to the future of a more responsive, more efficient public service, let us commit to transforming not just systems but people and culture, one where mental well-being is recognized as a pillar of quality service. We must not just talk about change, we must lead the change and we must be the change. Brothers and sisters, the JCSA has stood the test for 106 years through economic crisis, structural adjustment, wage freezes, pandemics and reforms, but through it all we kept breaking barriers, we kept building bridges and we have never stopped driving transformative change. Through our role in tripartite engagement with Government and employees we continue to influence policy and shape the world of work.

As we step into the new chapter my vision for the JCSA is that it is digitally ready, socially responsive and future focused. That it has a stronger voice in shaping public sector policies, public sector reform and national development. That it remains the bastion of gender equity, youth empowerment and sustainability and always, always remain a defender of the rights of public sector workers. Let us continue to break barriers not only of gender or tradition but of apathy, inequality and violence. Let us build bridges across ministries, across departments, agencies, generation, across ideology, and let us drive real measurable transformation for the civil service and for the members of the Jamaica Civil Service and the people of Jamaica.

Let us remember that our strength lies not only in what we resist but what we create. So as we mark 106 years, let us recommit to the vision that has carried us this far: A just, empowered and resilient civil service that proudly serve the people of Jamaica with excellence. Together we will continue to break barriers, build bridges and transform the public sector.

My brothers and sisters, as I close, please turn your attention to the screen where you will see some of the work that we have done over the period under review. Thank you.

(APPLAUSE)

(VIDEO PRESENTATION)

Ladies and gentlemen, the entire video will be uploaded thought JCSA's website and the YouTube channel, where you may view the rest of it. What I will say, however, is during the period of my first term in office I attended 141 departments, ministries and agencies during the period, culminating at the office of the Chief Justice. And I just want to thank my entire JCSA family for the tremendous support, and just to thank you all for being here and to those who continue to support the Jamaica Civil Service Association. Thank you.

INTRODUCTION OF GUEST SPEAKER

Mr. Xavier Hutchinson, Departmental Representative of the Ministry of Financing and the Public Service introduced the Guest Speaker.

GUEST SPEAKER

Ms. Paula Vanessa Lewellyn, CD, KC, Director of Public Prosecutions

[Salutations]

I am a proud public servant, and I love to tell this story -- I am a proud prosecutor, I am fortunate I found my passion as a prosecutor and as a public servant -- I think about three or four years after I became DPP I was at a function and the then JP and his wife was a prominent undertaker in Manchester, she won't mind me calling her name, Mrs. Lyn, and I remember as her husband was speaking she leaned across to me with a pitying look and she said "Oh Mrs. Lewellyn I would never want to change places with you. What a job you must have." And I looked back at her with a smile and I said, "Mrs. Lyn, my grandmother was from Tranquility, you were her undertaker, I wouldn't want your job either." So she said to me, "Okay I will stay with the dead." And I said to her with a smile, "And I will stay with the criminals."

But it is an honour to address you as you celebrate your 106th year. You are 106 runs not out. You are the only Association like this which is provided for under the Constitution, and as somebody who also has constitutional authority, it means that we always have to make sure that you remain and you are the *cremé de la créme* of Associations that lobby for your workers and your employees. But I take the view that with that

responsibility you have other responsibilities to the public of this country. It has been said that there are three types of persons in the world: those who make things happen, those who wonder what happen and those who watch what happen. And I say to all of you members of the Council, all of you distinguished members of the Association, which one are you? The one who makes things happen, the one who sits and wonders what happened or the one who watches what happen? And I am going to challenge you to come out of your comfort zone, because, yes, you have a lot of laurels, but I am very, very, passionate about service above self to the public. Because, as I listened to the wonderful things that your President had to say I thought to myself about the elephant in the room, and since you don't have members of the public who are outside of this Association.

I am a rocker of boats, and I heard about the strength, Madam President of not only yourself, but your entire membership, and I am not intimidated in the least, because I want to know what is being done realistically in terms of the great drive that you have to see to the welfare of your membership, to make sure that the minority of public servants who give the great majority of exemplary public servants a bad name, what is being done about them? Because there is a perception, and let me tell you, with the ministries and the departments, you have internal clients which are other departments in the ministries, and you have external clients and, in fact, we are a department. I wear two hats, the DPP hat and the head of department, and I am also conscious of the public clamour to me and my department to be accountable and to be transparent. That is why when I was appointed in 2008 I decided to take the DPP's office from out of where it was hidden, because I believe that if we serve the public, the public should be able to understand the work that we do, and even if it is that you do not agree with a particular decision, it is important to educate the public, and even if I have to face criticisms, that's okay because my back is?

(AUDIENCE RESPONSE: Broad.)

And I can see you have two ladies there, their backs are similarly broad. But it is very important and, in fact, I saw my -- I don't know if I should call him friend -- Mr. Wayne Jones, because the first time I came to JACISERA Park, it was when you were the President and

I was half the size here. But what I wanted to know was how far has the OSC gone in terms of the review of the Public Service Regulations, because we have just gone through a compensation exercise, restructuring. We have gone through it, and I have heard the advocacy going forward for this year, but what I would want to hear as well, juxtaposed with that, is a commitment to respond to some, call them cynics, but members of the public who sometimes are disappointed with what they consider to be the lack of customer care from a small minority of your number, and I believe that that elephant in the room, if it is that your back is broad and you are strong, you must be strong enough to face that, deal with it and show the public the maturity that is not just about pay, it's not just about, yes, you are entering the digital age, upskilling and all of that, but you are prepared to answer the clamour of the public for an enhancement or a demonstration that you validate their concerns, you are sorry that some of them are disappointed but it is a work-in-progress, but it has to be spoken about.

(APPLAUSE).

It was Margaret Chase Smith who stated that: *"Public service must be more than doing a job with efficiency and honesty; it must be a complete dedication to the people and to the nation."*

When I became DPP, when I was recruiting staff, and even up to now, if somebody is being interviewed and I get a hint that what they are looking for as Crown Counsel at the Office of the DPP is glamour, excitement, which we have a lot of, or a way to make money. I say to them this department is not for you, you need to go and sell insurance, because the work is onerous, you are serving the public, the hours are long. There are some variables that are outside of your control, but it's about serving the people, because you have to operate within the confines of integrity. So unless you are prepared to really serve the people, learn the work and operate at the highest level, then go elsewhere. I have a problem with that.

Now I have seen here and there, and I have tried to make sure that at our office we are responsive. Occasionally sometimes they may have one or two matters that fall between the cracks and I have to apologise and deal with it. Look at the Mario Dean

matter that we just finished prosecuting. Now that matter took ten years. But you have to look at context, and by the way, ladies and gentlemen, it's one of the rare cases where the offence of "misconduct in public office" was prosecuted. Did you know there was such an offence that public officers can be indicted for, "misconduct in public office"? We had to prove that the police officers, who were public officers, willfully neglected to perform their duties. Minister Zavia would know that that is the mental element, which is very difficult to prove. You have to infer it from the circumstances. You have to prove that those police officers, which we did, willfully misconducted themselves, which amounted to an abuse of public trust, in that they without reasonable justification or excuse failed to properly assess the risk of harm to Mario Dean a prisoner in custody.

Now, let me explain what happened, because I am going to draw a parallel and show you one or two of the negative experiences that either internal clients or external clients may have, because at the heart of it all of us wield great power as public servants. The political people will tell you -- you know, sometimes I find it very amusing when Mr. Mayne or Mr. Golding or their colleagues on both sides of the political divide are pommelled by the public because a particular bridge has not been built or a road has not been surfaced or resurfaced or something has not been done and a lot of members of the public don't know how critical and important the public servants are, because it is the public servants who are doing the paper work and making the decisions and making sure that the FAA Act and this protocol and this particular circular from Finance has been adhered to. But the politicians have to take the rap, because sometimes when I listen to hear if the Permanent Secretary is going to come out and explain or the head of a particular department -- not a word, not a word. It is the Minister who always has to take the rap and nobody, even the Minister, explain that they can only do so much, they can't interfere, it is the public servant who wields the power when it comes to procurement and when it comes to so many processes, which is why it is so important.

I am here, I may be rocking the boat, but every now and again I have to do self introspection. I am accustomed to facing criticisms, but if you notice I

willingly joust with Cliff Hughes or Dionne Jackson-Miller or any of them, they can't manage me.

(LAUGHTER)

But what is important is that out of it the media understands and then the people understands because we serve them.

Madam Cabinet Secretary, I am sure you get an earful when you go to the PS Board Meeting, but I think the permanent secretaries are very lucky that a lot of the public don't really understand about the processes and how critical the public servants are. Because I have had the experience, and I can tell you, although as I said, the great majority of public servants are exemplary... clap yourself.

(APPLAUSE)

... Work long hours and literally keep the system going, but every now and again you have what I call a barnacle, persons who frustrate you yourself. But guess what? You have the rules. Some of you are supervisors, you will know that the person is not suitable and you look the other way. You ever know when you have a case and you have a police officer who didn't bother to refresh his memory, and you are asking him questions and he says "I can't recall, I can't recall. I can't recall". Well, you know what, this is equivalent to the person I call a barnacle. "You sure you sent it? "But I didn't get that document." Or "Well it left my desk two weeks ago, you know. "So where it is in the system?" "I don't know." I call it 'drift', it's a drift. And what I find disappointing, sometimes when you interrogate what I call the 'unhelpful public servant', there is a negatives projection to you. "So how long do you think it will take for the process to be completed?"; "I don't know, you know, it could be two or three months." I said, "Explain to me exactly what has to happen to the document before it gets approval?" You may have only three steps in the process yet still it's going to take two or three months. Why?

So I believe that when one is looking at barriers, Madam President and your distinguished Council, you have to face it and talk about it with your Council, it has to be part of the conversation in respect of compensation. So you have increased compensation,

the public are expecting to see that this great organization that is enshrined in the Constitution has the maturity to have that conversation.

(APPLAUSE)

So if it is as Mr. Jones just told me when I asked him, did I feel interrogated, if it is that the Services Commission, that there is a move to aligning the whole issue of compensation with a revamping of the Public Service Rules and Regulations, which will make it easier to separate the persons who make you look bad because they are totally non-performing, you must be mature enough to put it out there in the atmosphere, and when you do that you gain more credibility and support from the public. You gain more support because the public sees, yes, the great majority of public servants are trying their best, they are doing their best and they are prepared to say I don't want somebody who is going to make me look bad because they are not doing anything, because you and I know, come on now, you have one or two people who the public service is their side hustle. Now, let me say that it is a fact, you and I know that. You have one or two people that the public service is their side hustle, and they have a company, that is where they spend most of their time. But guess what? Everybody looks the other way because you don't want to be unpopular or you are afraid or it's better to say nothing. And when that person is promoted up the line because they get a good evaluation, you turn around and complain to your PS or complain to somebody else when you looked the other way, and that person who is the sludge in the system or the barnacle who specializes - - you ever see a hen on an egg setting, that's all they ever do, sit on the egg, even when the egg is not there but ultimately they do nothing. So I believe given the great organization that you are, enshrined in the Constitution, part of the conversation has to be, and publicly too, that do you support this alignment that Mr. Jones spoke to me in terms of the revamping of the Public Service Regulations, do you support it? Madam President do you support it? But you have to have the conversation. You hear that, Mr. Jones? You think I should ask her to take the Bible and swear? I am just joking.

I cannot think of any other occupation that I would have wanted to go into, so much so, that as a young prosecutor doing one of my first murder cases, who

was I up against? The great P.J. Patterson, QC and his junior was Arlene Harrison-Henry, a case in Court 2, and you know in those days I was feisty. Well, I still am. [Laughter]

But I am more mature and more mellow, and at the end of the day we got a hung jury and about a week or so after he and his partner the then Carl Rattray of blessed memory, they wanted to have a conversation with me and invited me to consider coming to their firm, and I said thank you very much for the compliment, but I want to be a public servant, I want to be a prosecutor, and I have never regretted making that choice.

(APPLAUSE)

And in fact, when I used to buck up Mr. Patterson and I would say, "Sir, you are looking so well and I need to join you in retirement." And he would say, "Paula, your work is not yet done in the service."

Mr. Mayne, Madam Cabinet Secretary, I heard the gentleman who was introducing me quibbling about the 40 and the 30 and, whatever. Let me tell you, sir, the whole world knows my age in light of recent events last year. But guess what, since I take the view that I still look young, that's okay. President Ronald Reagan said: "There is no constraints on the human mind. No walls around the human spirit and no barrier except those we ourselves erect."

That simply means that it's quite clear that you all have a great communication architecture in terms of advocating for your members, but in terms of the breaking of the barriers, I believe the problem in terms of really cementing customer service in the DNA of the public service, it has to do with the mind. There has to be a re-orientation of the mind, which says, irrespective of what side of the bed you got up in the morning, irrespective of how you feel, because of your commitment to professionalism and your commitment to the public service, you are always going to give of your best to the public.

(APPLAUSE)

It should not be that because you are serving the Minister or the DPP or the Cabinet Secretary or some other person of high rank, that the type of quality service is going to vary. I have been to my foyer and I

am going in and I see somebody who looks like a homeless person -- in fact, when myself and my CPO are crossing the road, the very homeless people call out to me, "Miss Lewy". There is one of them who love to call me Sister P, and I was almost going to say there is one Sister P, I am Vanessa. But it's a mind set, your mind, it's critical.

There are too many people who are hung up on rank, they are triggered by rank, and even to each other you are not in the personal space in the office as supportive as you should be. I try my best at my office to make sure that I create an atmosphere where I say to all my staff -- "Are any of my staff here? Oh Hamilton. I say to my staff, "Listen, I want you to strive always to out shine the DPP." And they laugh and say, "But Miss Llewellyn, we can't do that." I say, "Try, I will be the first one to applaud."

But, unfortunately, you have one or two people sometimes, and this is generally, unknown to you, they have baggage, they are insecure and they don't necessarily want to promote you because you too bright. So it should not be like that. A great organization like this that has so much reach to be able to mentor and advocate upskilling through training, the mental part of it, as you are saying, is very important. So perhaps what you could agitate for is to make sure that each department you have a wellness programme that could be -- we have been trying to do it. In fact, we have set up a wellness room, because the fact of the matter is that the stresses of life are really terrible and the work is very hard. Not to mention when the slings and arrows in public life get you. Because we love our Jamaicans dearly, but when they ready to be ungrateful, and ungrateful because they don't understand the process, which is why I try to explain, then it can be very demotivating.

So in terms of building bridges, breaking down the barriers you have to make sure that there is constant training, constant mentoring, positive mentoring, teaching people to self actualize, self motivate, how to strive always to be cutting edge in terms of your competence and the work ethics.

Now, let me tell you something, you see this Tiktok and the phone business, it is toxic. You will have people

who are supposed to be working and they set up their phone with movie on it. It cannot work, it cannot work. So things like that, that's a low hanging fruit that you can discuss with each other what to do about that. It should not be allowed, because the public of this country listen, especially when you have poor people who don't have the advantages that you have, they journey from far to come and utilize the services of the agency that you are at, and because you don't feel like, or because they are nobody, you are either on the phone perpetually or you are watching a movie on a phone and the member of the public is there to be served. So that is a low hanging fruit that you can look at and decide -- Let us do something about that.

In addition to maybe each department having a wellness room. You have a programme maybe at the end of every quarter, Madam President, each agency have a wellness break where the staff can go for a retreat every quarter to do wellness. That is important, but at the same time you have to see to the public's mental health in terms of their perception of the kind of service that they get. And, as I said, mind you, it's from the minority of people, but as you know, the police will tell you, the corrections people will tell you, doctors will tell you, when you have a minority of people letting down the side, then it makes you look bad. Senator Hillary Clinton says: "When we face our shared challenges together there is no barrier or hurdle that we cannot overcome."

So even if the conversation may not be the best; communicate, communicate, and communicate. Iyanla Vanzant said: *"With your own hands you make your success; with your hands you destroy it."*

This is that Mario Dean case. Let me show you briefly where they went wrong, and everyday in a small way you will have little episodes like that. Here it was Mr. Mario Dean, member of the public, had a spliff, he was taken into custody at Barnett Street, charged for possession of ganja, offered station bail in his own surety. He did not or could not provide directions to where he lived. You have to be able to do that to get your own surety. He was told to provide a surety and by ten o'clock that morning the surety arrived. Mr. Dean was brought from cell No.1 to the reception area.

Now, follow me: The woman corporal, she was there and she heard when he Mario Dean -- evidence is from somebody who was in one of the cells -- when he said, "That's why mi nuh like police; that's why mi nuh like police." And you know what the woman corporal did, remember she is a public officer, she said to the surety, "Give me the papers, come back at 5 o'clock, and then they took him and they put him in cell No. 4 where there were persons there who have no ability to reason and would tend to be violent, and he could be heard screaming and they did nothing until about 5 o'clock they discovered he was literally unconscious. They called the ambulance, he was taken away to the hospital, but he only survived two or three days thereafter. And then another woman corporal took a bucket with cleaning agent and gave somebody in cell No. 4 to clean out the place.

Now look at that. Can you identify what went wrong in terms of their role as public servants? What they should have done, if I am saying we all have a lot of great power, is process. It doesn't matter that he was saying "Mi nuh like police", you can't be thin skinned like that. What they should have done, surety was there at ten o'clock process him and let him go about his business.

Now let us segue into your work space: Have you ever seen a situation where a member of your colleague, obviously not in the best of mood, refuses to extend themselves and they don't bother, because they have the power or maybe they are annoyed, and the person who needs the service has to come back the next day or next week. Is that right? And that is what I am trying to rivet your attention on. So with the great strides, Madam President and your Council and your Executive, that the Jamaica Civil Service Association has made, you cannot forget and you must similarly look at making sure that customer service becomes part of the DNA. In other words, they must be able to connect the dots and look down the road and say this document is needed for A-B-C-D, let me be proactive, let me extend myself, let me step up to the plate to make sure that along with my colleagues we are able to complete the process in a timely manner.

You see, mouth mek fi talk and we can always talk and talk and talk, but you see me here, I am very appreciative of the compliment, but I tell people when

they say it to me that I was elevated to the post of DPP, I say, "Oh no, only angels are elevated, I was merely appointed". So I keep my feet on the ground and in the trenches, shoulder to shoulder with staff, so I always know what is happening on the ground. So all of you are members who represent so many other colleagues all over the ministries and departments, you have to have the will to be a mentor. If you know better and you see one of your colleagues doing something which is the equivalent to what the police did to Mr. Mario Dean -- so what they did is by omission, and then placed him in an area which would have been injurious to his health, when they could have had him processed from in the morning, they kept him back to do what? Use your common sense. That is not right, that is not good customer service. So this particular offence, I can tell you "misconduct in a public office" it's rare that we have the evidentiary material to be able to prosecute it successfully, and the threshold that we have to use is proof beyond a reasonable doubt.

What happens a lot, you may have culpability which is below that, so it goes into the administrative realm which is where now we look at the overhaul of the public service. What it seems to me when I came to the service, and especially at DPP, it seems to me, looking on that, that no matter what anybody does in the service, no matter how incompetent you are, you are guaranteed, you can just stay there collecting, obtaining money under false pretences, and that is a section in the Larceny Act. So here I am saying it is not the right thing as a professional and as a public servant, to be collecting money that is your salary under false pretences, because the false pretence is that you are really working when you are not doing anything, you are just there. So I think in order to have transformation with all the wonderful programmes that you have for training, there has to be a concentrated effort, Madam Cabinet Secretary, Madam President, to address the mindset, to face it, to unmask the elephant in the room, to talk about it and decide that you are not going to tolerate it, because the public of this country deserves better.

There is one quote I have from an author Bob Goshen, it says: *"Leaders should influence others in such a way that it builds people up, encourages and edifies them so they can duplicate this attitude in others."*

And never mind that sometimes people try to frustrate you, never mind that. Sometimes people are ungrateful, never mind. Suppose you change places with me -- would any of you want to change places with me? Not even the Minister. He and I appeared against each other in the Court of Appeal, he is a pretty good advocate, but not even the Minister, because you have to be resilient and you have to be purpose driven in terms of wanting to serve. You know, I have had people say to me, "But Miss Lewellyn, aren't you supposed to be demitting office, although you look so young." In September, I said, yes,. "Then Miss Lewellyn, why yuh working so hard?" I said, "Because it's the right thing to do." And I will continue to give one 100 percent up to the last day that I am working, because it is the right thing to do as a public servant.

So I am going to close now by saying that Jamaica deserves the best, I've always thought so. And when you are looking at what it takes to go on this journey of transformation after identifying the barrier, after looking at all the training and mentoring and facing some of the negatives that are there like the elephant in the room, you building bridges, you are now on the journey of transformation. And Tony Robinson the American motivation speaker said: *"Transformation is not a destination, it is a journey of continuous growth and self discovery"*.

So the whole issue of accountability, transparency, professionalism, has to be the clothes that you put on everyday when you go to work. You have to be leaders in respect of this orientation, this change in orientation, where at the end of day good customer service becomes part of the DNA of the civil service. I am almost tempted to say that I'm moved to speak on behalf of the public of Jamaica who love to call out, but they can't do it any other way, "we want justice". When you have a lot of persons out there, they want justice from their public servants, they want to have their concerns validated, and they want to know that when they go to do business at any level that it will be done in a timely manner, because when you do it that way, then you validate their concerns and you show them that you respect them and most importantly you respect your job and yourself.

So what we need is a culture change. It probably has started, based on what I have heard from the Cabinet

Secretary and Madam President, but it has to be advanced, and I think again you have to have the conversation with the public and accept the responsibility of embracing publicly the whole issue of revamping the Public Service Regulation. It can't be just about we want more pay, we want more pay. You are not going to have the public going with you, because they are going to say, "But hold on a minute, these people just got a restructuring recently and they want more pay, and look how many time I have to go to that place or sit down first or worse, they buck up on somebody who is willing to breach the Corruption Prevention Act, who will string them out, so that at the end of one week they will say, "All right, all right, how much yuh want?" No, that's not right. And you and I know this happens, and if it happens even one time, its happening too much.

So in closing -- by the way, that Theodore Roosevelt quote or that speech, "The Man in the Arena" speech, it's my mantra, it is one of my favourites and I do consider myself the woman in the arena, and *I am prepared to be marred by dust and sweat and such is my mental toughness or dare I say my testicular fortitude* --

(UPROAR)

-- that I am prepared in the public interest to do what needs to be done to continue to give service.

So, finally, I challenge you to remember that excellence according to Miss Iyanla Vanzant requires commitment, a force from your soul.

"Excellence is a power source and a way to ensure that your product or service will be in demand. When you are committed to excellence you must think in an orderly ways, behave in an orderly way, conduct yourself in an orderly manner and perform your task in order. Excellence is flexible, it does not get stuck in the right way, but seize the best of all ways to get the job done."

A gentleman said to me "Miss Lewellyn, how do you do it? What a way the stress 'gree with you." You have to make the stress 'gree with you, because you have chosen to be a public servant. So as Michael Jackson said in his Man in the Mirror song, I am inviting each and everyone of us, and let's hope it ripples through

the people that you represent and “starting with the man in the mirror and asking him to change his ways, and no message could have been any clearer, if they want to make the world a better place, take a look at yourself and then make a change”.

Again I say to you, there are three type of persons in the world: Those who make things happen, those who wonder what happened, and those who watch what happen. Which one are you prepared to be. Thank you.

(APPLAUSE)

PRESENTATION TO THE GUEST SPEAKER

M.C. Ellington invited the President to come forward and make a presentation to our guest speaker.

The President remarked:

The questions that were asked were very pointed and reflective, and I believe what you have done is given us a platform, and as an advocate and a defender of the rights of the public servants, we also have a responsibility, and I have been advocating, and that’s the reason why I have been to over a 100 ministries, departments and agencies, because in these ministries I reiterated to the membership that I will not be coming to any department to defend non-performers, and the public servants know their responsibilities and so we will continue the work that has started. One term in office but we have the opportunity of self introspection to look at our own selves in the mirror and to change our ways. Start with yourself.

Madam DPP, I remember when I approached you at the Pegasus and asked you if you could be my guest speaker and you said something to me that resonated with me. And I thought about it when I went home. I am going to share it. And I thought about it when I went home and I said, you know, it takes somebody like you DPP to say that to me with a smile. I thank you anyway for bringing it to my attention and I can assure you that this President will continue along the pathway you have made tonight for us, to look at our own selves and to walk that pathway. We do believe that while we defend public servants the minority has caused us to do some reflection and I just want to thank you. This token I am giving to you, I am not sending you on retirement, but it will remind you of the love that the

Jamaica Civil Service Association has for public servants. I really want to thank you for taking the time from your schedule, and the fact that you have lost your brother and came to the Civil Service Association Annual General Meeting to address us, means that you are giving service above self, and today we want to thank you and to present you with this token of appreciation from the Jamaica Civil Service Association.

(APPLAUSE)

PRESENTATION OF AWARDS

VOTE OF THANKS

Sister Yaneek Crawford, departmental representative, in the South East Regional Health Authority offered the vote of thanks.

BENEDICTION

Delivered by Bishop Dr. Clement Clarke.

ADJOURNMENT

Adjournment taken at 7:44 p.m.

Business Session of the 106th Annual General Meeting of the Jamaica Civil Service Association

**JACISERA Park, Friday, May 30, 2025
(Day 2)**

RESUMPTION

The Annual General Meeting was resumed at 10:41 a.m. The Chairman declared the session open and members recited the JCSA Mission Statement.

DEVOTION

Sis. Elaine Edmondson, St. James Chapter

ABSENCES/APOLOGIES FOR LATENESS

HAPPY BIRTHDAY

Members born in May were recognised

CHAIRMAN'S WELCOME

Colleagues, 2024 was a very interesting year, right, and today is the last day in the administrative year and we have accomplished a lot. I think we have not said it enough, but I think we have done significantly well, and I think we also need to be recognized and give ourselves a round of applause.

(APPLAUSE)

CHAIRMAN: I can tell you that there is much more to be done, but where there are accomplishments and achievements, we must celebrate our wins; and we must work on how strategically we are going to address the gaps.

Yesterday was a very interesting day, we got an opportunity to hear from the main speaker. If you know the DPP, she is going to speak to you from a real perspective and I believe that it is something for us to really look at ourselves and reflect, because although I haven't had the opportunity to visit all departments myself, I have seen things that concern me.

Whenever I go to various departments and agencies and I hear persons speak about my reps it hurts me,

because what is said sometimes about some of the representatives on the ground is not reflective of the standard of the JCSA. If it is that we are really true to ourselves and raising the standard of how we perform in our respective local organizations, we recognize that we have to be the face of the union at all times recognizing that what we do in our respective workplaces is a reflection on not just you, but all of us as union.

I want to also commend the persons and representatives who are doing an exceptional job in the workplace; I have seen it, and I have heard it. If it is that you are doing what you are doing exceptionally well, share it with some of your colleagues, help each other to grow, help to lift each other up. You can share the best practices that you have with your colleagues so that all of us can pull ourselves up where there are weaknesses.

(Chairman recognised members present)

The Annual General Meeting is not just for the Council members and the Executives, it is also for the membership. It is so the members can come out and join the meeting and have conversations with the leadership and Executives and Council on what is happening in the Association. They too will look at what we have been doing and have the right to question what we have been doing for the year with the dues that they have paid to our organization.

Therefore, when we are in an organization where governance, and not just governance, but good governance takes precedence we have to ensure that whatever we do in our respective locations reflects what the standard and the mission and vision of the Civil Service Association is about.

(Chairman recognised Officer Corps and Secretariat. Commendations were given to staff of JACISERA PARK on the surroundings)

CHAIRMAN: I am going to tell you what I am disappointed about, when each of the officers and the Council members are elected, a letter is sent to your respective locations indicating that you have been elected to Council, and that you are expected to participate in the activities of the union. I have had the opportunity to speak to some of the management and I have not seen some of the reps, so I question whether or not they are given the permission to come to AGM. I am going to say frankly, colleagues, if it is that you have your Annual General Meeting, your General Council Meeting, where you should take the problems and issues in your respective workplaces to Council so that the matters can be highlighted and addressed, and you don't do that, it is a reflection on you and the organization.

When I go to the respective departments and ministries and persons say 'this is the first time I am hearing that', some of them lie, but you recognize when the reps are circulating or passing on information, that you get a different type of response in these locations. Use the opportunity to come to your meetings, to organize your quarterly meetings, whether it is virtual or in person. Know who your Sector Leaders are so that you can invite your Sector Leaders to your meetings.

You have the responsibility to pass on the information, albeit we are doing what we can by using our Public Relations Unit, and I think now is an opportunity for us to give them a round of applause, the PR is doing an excellent job (Applause). You have the opportunity to create your own WhatsApp groups, to set up your own email addresses for your members in the various locations and share the information. When there are challenges, WhatsApp is not a formal way of communicating, it is an informal way, and when you do that informally, you have a responsibility to formalize it.

Colleagues, we are in 500 million WhatsApp groups so when you ask a question, and it is not answered, Bro. Frater is going to have to scan through the groups and see where the questions are, which is not reliable.

Where there are challenges in your respective workplaces you have a responsibility to communicate that in writing to the Office of the President so that I can address them, or the General Secretary, so that we can bring them to the attention of the Industrial Relations Unit to have them addressed formally.

There are persons who are going to say 'President, I don't want to put it in writing'. Tell me, if you have an issue in the workplace, whether it is collective or individual, and you don't put it in writing for me to address, what do you want me to do? When I called your HR, or your head of entity, you may very well say you did not say that to me, which is often the case, I never said it that way, or I never said that. How do you expect me to address the issue, if it is not documented? What if we have to take it to the court? Where does the process start? The process starts with you documenting your grievances, and these are some of the things that we will go through at the Retreat, so you will learn how to treat with grievances, whether it is collectively or individually.

Finally, the Professional Certificate in Industrial Relations Course for those persons who are new representatives, and who have not yet done it, we are currently organizing for the next cohort so that we can equip our representatives with the respective qualification, and documentation so that you can treat with grievances in your respective workplaces. We are empowering you to be able to serve your members and serve them better.

Also, we have engaged with the HEART NSTA Trust, and we are doing some skills training programmes, and we have the first cohort in Event Planning and Coordinating, then moving on to Barbering and then Tiling. Look here, skills pay the bills, so if you are equipped with an additional skill it is going to benefit you and help you to subsidize your income, because chances are the government will never pay you what you are really worth.

We are going to expand the programme through HEART Trust so you can be certified. The government had something like this some years ago, and it was quite helpful. There is also the plan to have an upskilling programme in Artificial Intelligence training

that we will organize through the General Secretary, and HEART Trust and MIND. Internationally too, you will get from time to time, through the Public Services International programmes that are run for free, workshop.

CHAIRMAN: Colleagues, we have some plans in the year for you to be equipped with the requisite skills and training for you to take on not only your respective roles as representatives, but also personal development programmes. We are starting with the Council, then I am going to expand it to the general membership. So, brace yourself, they are going to get an opportunity as members. We have to do that in cohorts, because remember we collaborate with HEART using our own facility, so it is a cost to us, but it is borne by the Association. I can also use the opportunity to congratulate those who have completed their projects so far, they did a wonderful job. Give them a round of applause (Applause). I am proud of you.

Q. Sis. Carol Clarke, Chapter Chair of the Brown's Town Chapter. In regard to the head of entities, the different MDAs, concerning release for the meetings, I know that when you meet, when you do your walkthrough and you meet with these head of entities they might say one thing, but they actually do the other thing.

A: CHAIRMAN: Let me just tell you, you are not asking for permission, it is your right under the Labour Relations and Industrial Dispute Act to participate in your annual general meeting, meeting of the union that you represent.... The Staff Orders is not an act. The Staff Orders is not law. The law is the Public Service Regulations and the Labour Relations and Industrial Disputes Act. The Staff Orders cannot stand up in court. The Staff Orders is a guide, like a regulation that explains some of what is inside of the regulation, but it is not the law. Every single representative has the right, in fact, workers have the right to participate in union activities...And you are supposed to get special leave too; it is not supposed to come out of your vacation or departmental leave.

CONDOLENCES

CHAIRMAN: Colleagues, we have lost some members whether by natural causes or otherwise and one that comes to mind is an active member of the Manchester Chapter, Sis. Francella Whitaker. Francella was a retiree, but you would not know that she was because of how active she was in the chapter. We miss her because we know she would have been here and every single activity that the union has in the chapter she would be there. I can recall when I was just running for office in 2023 and I went to the Manchester Chapter and she walked out all of Manchester with me. Even when I was saying to her 'Sis. Francella, no, no', she said, 'no, no, come, come, come, you have to go'. She was a part of the TAJ family she went into the office and she just stepped past and said 'look here she is running for office and she is running for president', come, come, and the lady said, no, Sis. Francella, you don't work here anymore, you need permission.' She has served the Association with distinction.

Also, colleagues, we recently completed our sporting competitions, and we are sorry to announce that one of our netballers has passed. She played a match the day before, and she passed the following day. It was a very active match on the court. She is from the Bustamante Hospital for Children, and I just want to extend our deepest sympathies and condolences to the Bustamante Hospital family and her family. I just want to pray for strength for them, a young lady, very active individual. Nobody knows how vulnerable we are and what will happen.

For persons who have lost loved ones I am going to ask all of us to stand for a minute of silence for all our fallen colleagues.

(Minute of silence observed)

CHAIRMAN: May their souls rest in peace, and light perpetually shine upon them.

MOTION TO TAKE THE MINUTES AS READ:

Motion moved: Livingston Burnett, Minister of Health and Wellness. Seconded by Oshane McKay, Minister of Economic Growth and Job Creation.

ROLL CALL TAKEN

AMENDMENTS TO THE MINUTES

Page 74: Capital “N” in O’Neil.

Page 74: Capital “E” in His Excellency”

Page 76: Alwynton corrected to Alrington

Page 76: Melanie corrected to “Melaini”

Page 88: “May 30”, corrected to “May 31st”

Page 88: “Clarence” corrected to “Clance McGhie”

Page 89: “Pat Johnson” corrected to “Pat Jackson”

Page 90: “Yanique” corrected to “Yaneek”

Page 91: “McKenzie” corrected to “McKetty”

Page 94: “Beauford” corrected to “Buford”

Page 95: “Browns Town” corrected to “Brown’s Town”

Page 96: “Shanty” corrected to “Shanti”

Page 98: “homeownership” corrected to “home ownership”

Page 98, “A proposal by Bro. Frater for standardised building plan in an effort to prevent community deterioration was rejected by the Council”, “rejected” corrected to “not supported”.

Page 104: “Mr. Trevaughn,” corrected to “Mr. Trevaughn Reid”.

Page 110: “Bro. Grant Carol” corrected to “Bro. O’Neil Grant and seconded by Carol Clarke”

Page 110: “Sean” corrected to “Shawn Mitchell.”

CONFIRMATION OF MINUTES

Moved by Sis. Carol Clarke, Brown’s Town Chapter.

Seconded by Bro. Dwayne Goodison from the Ministry of Education, Skills, Youth and Information.

MATTERS ARISING

- **Glen Bromfield Scholarship**

Q. (Referring to Page 87) Sis Carol Clarke, Brown’s Town Chapter: Regarding the scholarship, Glen Bromfield Scholarship, Madam President, just wanted to make sure it is still on?

A. Yes, it continues.

- **Mileage Rates**

Q. Bro. O’Neil Grant Immediate Past President: I want to specifically raise a concern regarding a circular that was sent out from the Ministry of Finance about Passenger Mileage and that public officers were in violation or potentially in

violation of the Road Traffic Act, because they are transporting people for hire. Madam Chair, this is wrong.

A. CHAIRMAN: It wasn’t a circular. I think it was written to us as a legal opinion. So, the circular didn’t come out, because we are still challenging that position.

Q. Bro. Grant: It then amends my position. I don’t think the attorneys would have recognized that based on the way the JCSA would have constructed the claim for Mileage and Passenger Mileage that those claims are reimbursable and they are not for reward or profits. I would support the Jamaica Civil Service Association 100% in getting its own legal opinion on the matter and to be pre-emptive based on what has been put out there by the Ministry of Finance to the JCSA in relation to the claiming of Passenger Mileage, so that we don’t see an imposition taking place as we have seen happening.

A. CHAIRMAN: The Ministry of Finance has written to the JCTU indicating to them that they got a legal opinion indicating that if we as public servants are to be paid a Passenger Mileage then we would have to be registered as a taxi and it is in breach of the Road Traffic Act.

We have asked the Ministry for a copy of the opinion. I was told that Ministry of Finance sent it to the Confederation of Trade Unions. I don’t know if the Confederation has addressed that matter, but I am going to personally take it on to the JCSA to write to the Ministry of Finance asking for a copy so that we can make our own legal opinion, because I believe that if they are taking that position then we need to take it to the court.

- **Duty Concession**

Q. Sis Pat Jackson, NIRA. I wanted to find out about the Duty Concession. Since we are in negotiations could you put it on the table. My concern is that, we are now in a new authority, a new agency, NIRA; even though we used to have the Duty Concession as Travelling Officers at RGD when we go over to the new entity it is going to exempt us

from accessing the Duty Concession. Are you sure if you have accessed it in one ministry or department if you transfer or you get promoted to another entity you will not be eligible for Duty Concession, because they have stopped persons as of 2024?

- A. CHAIRMAN:** As of 2022 since the implementation of the Compensation Restructuring persons coming into the government service in a travelling position are no longer eligible for it. What it did not say is that once you are already in the service that you are exempted. What it says is new employment....

If your service continues as it is in NIRA, because nobody was terminated, there was no redundancy, your employment continues. So, unless they are going to pay you all your pension and give you everything and reemploy you into a new post... we need to check that carefully.

But remember resignation ends your condition of employment. If you resign from that travelling post, and you come into a new entity that is a new engagement. If you were seconded that is a different type of engagement.

- Q. Sis. Patricia:** So, what I am saying though is you have to carry it back on the table.
- A. CHAIRMAN:** It is on the table. We will be discussing [it] in our negotiations, but I don't want you to leave here thinking that when you resign from an organization, take up employment into a new engagement, that you are entitled to what you leave behind, because that is not the case.

.... All the positions that came into existence after 2022 are no longer classified as travelling positions, even though you have to travel to do your job. We are not saying that we agree with it, and that is why it is at the table for negotiation, but that is the position which currently exists, because since the Compensation Restructuring all persons coming into the service are not considered as travelling officers anymore. So, the new posts don't come with travelling anymore, but they can claim Mileage if they go out to work and come back.

Remember the Concession will be attached to the position, so you would still get the Mileage and everything you are just not entitled to the Concession.

- Q. Bro. Churton Bellamy, Tax Administration Jamaica:** Madam President, I would want us to put our foot behind that, because the basis of what we think the Compensation Review is not to take away or lessen the benefits that we have got before. This position is causing some amount of our benefits to be rescinded.

- A. CHAIRMAN:** Correct, but TAJ also have not been able to implement some of the things that they were supposed to do many years ago, for example, the Motor Vehicle Loan Scheme. We are working to see how we can work that through and a percentage of the amount that is collected is supposed to form your motor vehicle loan arrangement. TAJ staff is having a challenge, a significant challenge with that as well. The management team has written to the Ministry of Finance for them to activate, but then the funding is where they have a challenge.

In fact, they have an account right now with some money in there that they are unable to spend, I think it's 20 million and what they have asked for is some additional funds so that they can open up the motor vehicle loan scheme for TAJ that has not yet been done. So that is what we are working on now to see how best they can get that going in addition to having the concession in the claim.

The last time I met with the management team they were preparing this submission for Finance. I can follow up on it. I know we had asked for a portion of money to be sent to the account that currently has the 20 million dollars that Accountant General has on hold for them. We are hoping that that will become a reality very soon so you can get the 2.5 million for the new vehicle and the 1.5 for the used vehicle.

- Q. Bro. Churton:** The decision for Tax Administration to become semiautonomous was to move us away from the Central Government so that compensation was not an issue in rewarding employees for

their work and offering incentive, but now that the compensation review has come in, I don't think that a semiautonomous status still serves us.

- A. CHAIRMAN:** What we are saying is that when you are semiautonomous, persons benefit from a certain level of salary so persons could leave to go to TAJ, now that you are on the same level, you don't have the same benefits. So, what we are saying is you need to extend the benefits you would have lost going over to the semi-autonomous body. That is why we are putting the claim together for TAJ.

- A. Bro. Alrington Roberts, Minister of Finance and Public Service.** The Senior Director in charge of Tax Policy at the Ministry of Finance and in charge of Concession said to me the Concession is tied to the post. So, if there is a post anywhere in government that's a travelling post and somebody comes from out of university during the Compensation Review period that person will get the Concession, because Concession is tied to the post and not tied to an individual.

I have seen several persons applying for Concession during the Compensation Review period and they have gotten the Concession. So, what I always tell persons is test the system, ensure that your Ministry, Department and Agency send your application to the Ministry of Finance, let the Taxation Policy Division of the Ministry of Finance turn it back and tell you what they turn it back for.

I understand what Sis. Pat was saying. During the Compensation Review period if a new ministry was formed, case in point the Ministry of Legal and Constitutional Affairs, that ministry was formed with all new posts, the members there cannot get the Concession.

- Q. CHAIRMAN:** Hold on for a minute, the PS told me that he got concessions for two of his members in recent times when we met with Legal and Constitutional Affairs about a month ago. When he wrote back for another couple they were denied. So, there are inconsistencies in how the concession is applied.

- A. Bro. Grant:** Thank you, Chair. My point is aligned to the explanation just given by 3rd Vice President, Alrington Roberts. The denial, Madam Chair, is not coming from the Ministry of Finance, the denial is coming from within the ministry that the claims for concession are not being accepted, because they are telling officers that they are not entitled to it, because they are all in a new ministry.

So, it may have happened in the instance of some persons getting it but there is a school of thought that exists that there are persons who are being denied the processing of their application within the ministry and are not reaching the Ministry of Finance so there is a bottleneck there. Madam Chair there are some grievances that are going to contextualize those systemic issues that we can raise as examples why the Duty Concession regime requires a little bit more body in terms of how it should be working in the new compensation system that we have now. Thank you very much.

- A. CHAIRMAN:** Thank you, IPP. We all know that the Ministry of Finance wants to take away the Duty Concession, that is the bottom line; so what they don't want to do is to add any more persons to the list. What I have to do is to write and to get the thing in writing.

- Q: Sis. Yaneek Crawford, Southeast Regional Health Authority Regional Office.** It would be interesting note how they would treat some groups because the medical doctors and consultants would have been on contract during the period and we would have gotten positions for them in 2023. Now, all of them in fact were received as due to transition while they were on contract, so now that they are transitioning to new positions established in 2023 it would be interesting to see if these doctors are still entitled to the concession.

- A. CHAIRMAN:** They are going to get it.

- Q. Sis. Yaneek:** I have to shake my head because they get the benefits that were taken back from us here at the JCSCA. Other groups did not lose their benefits, they actually gained. Also, I have realized piggybacking on Sis. Pat's point, we have persons

who would have been seconded to other ministries and departments they would have been in travelling posts so when they go over to travelling positions as well, when they are to be confirmed in their new positions, they are asked to resign in order for them to get their final payments from the entities from which they are coming from... in order for to get your final payment, for your leave, anything at all, they are asking you to resign so that they can process your payment and grant the secondment.

So, how do we treat something like that, how is this going to impact the Duty Concession, because I am sure this is something that is going to come up at pension, because they are breaking your service?

A. CHAIRMAN: Sis. Yaneek, I recorded your concern and I will see how to deal with that.

Q. Sis. Rhonda Pryce, TAJ: I am encouraging us that when we are arguing the point with the Minister of Finance, it is important that we look at the job description. We are overlooking that integral part what are the roles and functions of the officer, what is he or she is required to do and if that JD speaks to any form of travelling. You cannot come to arbitrarily put in this quasi-policy to say that the person is not entitled to a Duty Concession, it means that you must speak with the Department or the Agency to revisit the person's JD and change the roles and functions of that person or the post because you are confusing the individual.

Secondly, it's disingenuous because when you advertise that post, the JD was placed there, and the officer would have applied considering his personal expenses and his personal interests. I should not be losing anything, and this is called a compensatory factors scheme. I am going to still apply for that post. My concession should still be intact, and they are clearly taking a flawed approach when they are making a decision not to apply Duty Concession.

A. CHAIRMAN: Send the documentation and the evidence, and we will write to the Minister of Finance, and based on the response we will know

whether or not we need to challenge these things in the court, because a lot of compensatory factors have to be considered. If 25% of the time you are in your office and 75% of the time you are out, your wear and tear is more than mileage, it is something else that must be compensated for. Those are the cases that we want to use as our example.

I believe that their position is that you come in after 2022, you know that there is no concession and you choose to take the job anyway. So, while I have obligations to persons hired before for their conditions of service you are coming in under this particular condition of service very well knowing that 75% of fi yuh work is on the road, but you chose to take that post. I am showing you the other side of their argument, because of where I sit.

Q. Sis. Rhonda: President, I appreciate what you are saying about the other side, I am just saying that we have a justified argument to say that you can't make an arbitrary rule about 2022. You have to look at the roles and function that if the person is required to go here and get their job done, you have to facilitate the officer to get the job done.

A. CHAIRMAN: Absolutely or you ask for a government vehicle. When I spoke to the Ministry of Finance, they are saying but let the company vehicle do it.

Q. Sis. Rhonda: To continue on the point, as I said they are disingenuous, and if it is that you have made a decision to phase out the concession you need to say so.

It also allows me to segue into the discussion about Phase 2. I remember when Mr. Jones came in 2017 at our Retreat, he spoke of the Compensation Review and there was a clear intent to remove travelling and concession, but there is no proper process as the DPP would say. It is evident that Ministry of Finance is not following the process, because they have not reviewed these JD's. The Ministry is doing one thing and the Department does another. It says to me that we really need to push Finance to do Phase 2 of the Compensation

Review because then the job will be rated properly for the loss of the compensatory factors.

- A. CHAIRMAN:** I want to state that the Ministry of Finance has done what they have to do. The Services Commission should be the entity that looks at the benefits for workers in relation to what happened with the circulars and what comes out of Ministry of Finance. For example, if you look at appointment, promotion Ministry of Finance is saying that the person is supposed to be appointed at the minimum is that the role of the Ministry of Finance?

Members: No.

- A. CHAIRMAN:** Or is it the role of the Office of the Services Commission that says that prior to the compensation you are to benefit from an increment, because now you are going to be contributing to your pension? You have persons who are contributing to their pension and getting less pay, so where is the Services Commission in all of this? This is the conversation I am trying to have with the Cabinet Secretary and we have devised a strategy as to how we are going to treat those things going forward.

If you are going to be promoted in a position you cannot be worse off. Persons are denying promotion, denying acting, because you are acting in a position where the two of you are in the same band and it is not beneficial to the individual.

- Q. Sis. Rhonda:** Third point on concession, President, from where I sit I work with the stats and the numbers, there is this school of thought that if you give persons compensation there is a loss of revenue. That is not the case, because it shows that the average travelling officer changes their vehicle at 10 years.
- A. CHAIRMAN:** It is 8 to 10 years, that is what the average is saying. The access on concession is over 5 years, so I am saying not all 20,000 using it at the same time. It is not that every 5 years persons just going to apply for the concession because most loans last 8 to 10 years, so that the expiration of

the loan is where most persons change their vehicles.

What the Minister of Finance at the time was saying is he has to budget for 20,000 persons, and there are persons who have theft, accidents, other persons get the concession and use it in another way than the intended use. What we had said at the time was, we are not the problem the internal system needs to change. Nothing is wrong with the concession, it is the system that we have challenges with. If it is only 5,000 persons on average that access the concession you only need to budget for 5,000.

- Q. Sis. Rhonda:** I am a little concerned, because if we were watching the current issues, they would have made some adjustments for the New Car Dealers Association and some benefits that they would have given to them. So, I am trying to understand what is the direction of our employer, so when we are putting these arguments on the table, President, we have to put these there, because there is not necessarily a loss with the duty from the customs end and it can't be that the person required to travel 70% of the time and they tell you that you are not to get it.

- A. Bro. Alrington:** I spoke to the directors at the Ministry of Finance, there is about 21,000 travelling officers in the system and about 5,000 who use concessions per year, but what they told me is that the turnaround time for most persons now is about 7 years not 8 years, but what they say is two things, they said we are on the medium term economic programme with the IMF. The IMF was saying to the Ministry of Finance of the Government of Jamaica in terms of 5,000 persons using it per year; and what they are saying also is that persons used to buy a Toyota Corolla. The concession that was given on that car was about \$300,000, but now most public servants are buying high end vehicles... so we were talking about the Rav4, the Honda, we were talking about BMW...

- A. CHAIRMAN:** We need to buy a Probox.

- Q. Bro. Alrington:** So what they are saying is when

you give 20% concession on a BMW you are giving up like 1.2 million dollars. I am just saying what they are saying. So, we are giving up about 1.2 in that 5,000 persons that purchase per year maybe you have 12, or 13 persons or 20 persons that go for over that. So the IMF was saying to them you are giving up revenues that is potential safe revenues and coming to us to ask for money. Persons are buying better vehicles, newer vehicles, more expensive vehicles. I am suspecting 2.5 billion dollars when they spoke to me like three years ago might be 4.5 billion now

Q. Bro. Livingston Burnett, Ministry of Health and Wellness: Under the new system anybody who works for the government and has to use his or her personal vehicle to do any work for the government should claim mileage. Is that statement, correct?

A. CHAIRMAN: Correct.

Q. Bro. Burnett: Thank you. Moving on to the other point. I was seconded from the National Health Fund to the Ministry of Health and Wellness in January of 2020, the post was created by the government in December 2024. Secondment is supposed to be for 6 months maximum. So, my secondment went up to 5 years. I sought advice not to resign from the NHF. However, the Ministry of Health and Wellness said to me that now the post is gazetted, for me to be appointed in the post, I must resign from the National Health Fund, moving from a statutory body into central government.

A. CHAIRMAN: Two different types of engagement so the advice was correct. What happens is that a person who has served time in Ministries, when they resign once they have been vested, their pension is secured over there, and then they go to a different type of pension scheme, so when they reach [pensionable] age they get from both. So, you don't really lose anything. You would if you are not vested so when you resign you lose all of those years.

Q. Bro. Xavier Hutchinson, Minister of Finance and

Public Service. I just want to say firstly, that I am a big advocate for the freedom of speech, but we have to be mindful of the terms that we are using especially if you are talking about the Ministry of Finance. I have heard terms like duplicitous and disingenuous; I work at the Ministry of Finance, I am not either of those things.

(Laughter)

A. CHAIRMAN: Bro. Xavier, these are representatives, these are Council members, these are members of the JCSA who are expressing how they feel about the ministry that you work. We are not saying that you are those persons, or the 3rd Vice President either, or Bro. Jamin for that matter, but they are expressing how they feel about the Ministry and these things need to go back to the ministry so that they can understand how people feel about the ministry. If it is that the minister don't feel that these terms apply, then they need to say what is it that they are doing to improve, but that's the perception, that is how people feel.

Q. Bro. Xavier: Okay, I take your point, but I am saying if you are using those terms you might inadvertently impugn the character of persons that work at the Ministry of Finance or inadvertently cast aspersions. My own suggestion is that, yes, there is uneven application and there is inconsistency as you said, Chair, but that was my point.

Q. Sis. Yaneek Crawford, SERHA: Madam President, I want us to fight, I know you are a fighter, but I want to fight, because there are some unions who get a lot of benefits. I can tell you I am not picking on a particular group, but I just have to bring it to light, the Medical Doctors all of them get concessions. So, I am just saying we need to fight, they are bringing these scenarios to us because we are not the ones that need to be concerned, we are the least of the apostles.

- **Temporary Allowance**

Q. Bro. Allan Carter, Ministry of Health and Wellness: Last year December I was incorrectly paid and based on the communication between Ministry of Finance and myself I got a communication on

December 17 to confirm what I felt. It took the Ministry of Health January, February, March, April, May to correct the matter from the Ministry of Finance and well, suffice to say they still have some more correcting to do. My issue here is not with the Ministry of Finance, because I must put on record that they were extremely responsive to my queries. Last week I sat in the CFO's office because I was extremely aggrieved at the Ministry of Health and he showed me a document coming from the Ministry of Finance in relation to how they will be treating with the Temporary Allowance. His interpretation of the document, of course, is that they will be taking away the Temporary Allowance.

- A. CHAIRMAN:** It is going to be converted I was told. Maria from TIU indicated that there is going to be a conversion into a pensionary allowance. If you take away that it is going to be a reduction in salary for the employees, so please tell him to go read it again.... There is absolutely no way that should take you five months and it still not fixed. If there are challenges, we need to say what those challenges are, we need to close those gaps it does not look good. If we are treating our internal customers this way what have we done to the external persons?

I can tell you a personal experience. I was looking up my aunt's pension when she was 70 years old. She lives in Florida. She was a nurse, she did 17 years here at the Sav la mar Hospital. In Sav la mar there was no record of her working for the government after 17 years. After we go through all that process, to open an account locally, send documents back and forth, after 3 or 4 years, the officer who was dealing with it left the document in her drawer and went off. I think either she resigned or was transferred. It was because Bro. Allan was internal why I was able to make contact, and follow up more than 100 million times before that was processed.

Now, when I head over to NIS it was a different story, because NIS was not 5 years, but she lost, NIS doesn't pay retroactive pension, they don't go back beyond 3 months. So, all the years that she would have been qualified for she didn't get. In

1993 or 1995 she left the pensions, the money that she earned during that period was not even significant. Sometimes I questioned and somebody tell me to leave it alone. I say no, if you work the years and you are entitled then you should get it. At the end of the day, colleagues, our responsibility as public servants cannot be that we have our obligation to our pensioners and you will take these documents, you are going off, you put it in your drawer and lock it away.

- A. CHAIRMAN:** I am saying we experience it, we are not even supposed to question that there are a few of us in our respective roles as public servants that are not doing what they're supposed to do. We know that there is inefficiency and sometimes what they can do is probably give it to another colleague. What I always remind them that we are going to get the pension age one day we will get there one day and the same treatment may very well reach you. Do the best you can for the person who comes to you, because you may never know when you will need them or somebody else by that matter.

- **Increments**

- Q. Bro. Allan:** The second matter relates to the incremental movement. based on qualification of some of the members. At Ministry of Health, for example, let us say that someone is acting at 20% more than their substantive position when they are moved incrementally it will impact that 20% so the amount will decrease... I have been approached at least by three directors already who are threatening to come back to their substantive position if the matter is not addressed, Madam President, I think it is something that we need to look into.

- A. CHAIRMAN:** That is something that the Confederation has raised with the Ministry already. There is another one, Bro. Allan, because the circular says April 1, 2022; April 1 was a Sunday, so the persons are working on a Monday. I think the first working day in April is the 3rd so the persons are not getting the increment. You couldn't resume on the first, so you lose one whole year. That is another challenge we have written about it to the Confederation.

- Q. Bro. Robert Chung NSRC member (returning to**

Duty Concession): This argument about revenue loss for concession, we rubbished it in the 1980s, we showed how much income is generated by officers having efficient vehicles to travel that is how we won the concession. It was shown that it was only 5% of the value of what we generated that was paid in concession. We need to go back to arguments like those, because nuh care what IMF say we produce when we have efficient vehicles to go out and do our duty and we generate revenue.

The second thing that I want to talk about is - sometimes our members suffer, because they do what is right without the acquiescence of those above them. We are now at the back end of what some of these public servants have suffered over the years and so this amount of caution has gone into the system that is going to be very hard to dig it out. And on top of that caution, you have people like what the President was talking about who stuff away things. The impact of that is additive and, in the end, you find a very sluggish public sector worker. We need other unions to start talking about accountability and responsibility and to get our members to understand that that is part of what they are to be delivering. It is not just about the salary that we need for them, but they need to deliver something, and we have not pushed that into them.

I don't know about the kind of IR cases that we are getting now, but I know when I was actively going out here to defend workers that a lot of it came, because persons found themselves in hot water because they were doing the right things for the right reasons, but somebody at the top don't agree. So even though it is obvious for us, we need to ensure that the path is there for them to do the right thing, because if the path is not open for them to do the right thing they are going to get into trouble.

(Bro. Chung said Grace for lunch)

LUNCH BREAK

Proceedings suspended at 1:56 p.m.

AFTERNOON SESSION

Proceedings resumed at 3:00 p.m.

The Chairman continued...

- **CanCara Developers Ltd. Share Offer**

Q. CHAIRMAN: On page 101 where benefits are, I want to inform the Annual General Meeting that plans are far advanced in reservation of shares in CanCara for members of the JCSA. We are going to get some more clarity as it relates to the benefits.

A. BRO. GRANT: So, in my previous conversations with CanCara, what they have explained is that they are taking the company public in order to execute public infrastructure works. If you are aware, the Greater Bernard Lodge Development, they have what is called an infrastructure plan that CanCara has the responsibility to develop all of that infrastructure, and the companies who are building out in that area have to now pay a connectivity fee. So you don't have individual contractors building infrastructure, now. One company, which is CanCara, is building out the infrastructure for the entire building.

Given the partnership that we have had in the construction of housing, CanCara is saying that we want members of the JCSA and civil servants to own a part of CanCara, and we are setting aside shares when we go public, so that the JCSA members can own a piece of CanCara Development Limited. That is a promise to us, and I think we should prepare ourselves to participate in that effort.

We know as well, that CanCara Developers Limited is an agreed partner with the JCS Housing Company Limited for the development of all our 20 Acres Per Parish lands. And what it means is that not only will the members be a part of the wider infrastructure in what CanCara is doing, but you are now a part of the development of housing for public sector workers, because CanCara wants to change the model that is used in terms of financing the houses. Instead of going through the NHT they want to become a bona fide partner in terms of financing the development outside of them going

to find the financing from the NHT. So, it gives us another opportunity through you, Madam President, for us to have a greater control of what happens with our developments in partnership with CanCara. And I do look forward to the day when the prospectus is put out there, and the members can buy their shares. Thank you, Madam President.

A. CHAIRMAN: Thank you, IPP, for that report. And so, colleagues, please prepare yourselves to invest in your own organization. And I know that CanCara also deals with supply of water to communities. They are one of the largest in St. Catherine and they are rivalling the NWC right now. So it is a very good company to invest in, and we are looking forward to seeing the number of shares that the reserve would be like.

Q. Bro. Robert Chung, NSRC: I am not a financial person, I have to confess that right up front, so anything I say take it with a grain of salt. But my experience is that the Jamaica Civil Service Association has already gone into a partnership with a company called Jamomes, and that company failed, and I believe it failed because we didn't have the kind of analysis or due diligence. We didn't get that kind of report other than the association went into a joint ownership to build houses and in the end a lot of people lost money. I am not saying don't go into this, but I say we need to have somebody come and say to this organization X, Y, and Z.

Why am I saying this? Number one is that at the beginning of our 20Acres Per Parish we had hesitation in having CanCara as our only development partners, because we thought that it would have been an issue with being able to be competitive. I am not speaking against CanCara, please. That is not what I am doing. Because records will reflect, if you go back to the Annual General Meeting, that Robert Chung was for a partnership with CanCara, but CanCara must tell us what it is that they are going to give us to be our only partners going forward in the development of the acres. What are they offering us? Why do you want to be our partner? What does this partnership mean to us? What is the cost?

A. Bro. Grant: Just to give a little bit of history and context to the members gathered here as to why CanCara is now the developer that we are using for the 20Acres Per Parish. The housing company and CanCara went into an arrangement for CanCara to develop the lands at Irwin because CanCara was already developing lands in the area and so they approached us to say, JCSA let us develop your 20 Acres here. Under that agreement CanCara spent, based on record, about 40 million dollars for the development and approvals. When they sold their interest to WIHCON, CanCara said to the JCSA Housing Company pay us our 40 million dollars because we no longer have that development. We did not have 40 million dollars to pay CanCara. So CanCara said, even though we have gone into waste water management and the provision of water we have built White Water Housing Scheme, we are the only supplier of water and sewage treatment for Irwin, the entire Irwin which includes what WIHCON owns. Even though we have gone from there we are willing to come back into housing production for the JCSA. We will not be demanding that 40 million dollars, but what we will do as a contractor whatever we earn from the development we will take as a satisfaction of the 40 million dollars you owe us for that work that we did for you already.

So, colleagues in a situation like that we said to them, all right, let us discuss this partnership. They approached us and said we want to build up all 20 Acres Per Parish, and we responded and said the only way that can happen is if you demonstrate that you have the capacity to build up this first one which was the 20 acres in Irwin.

Based on the last report that we have, they have gone beyond time in relation to the development of Irwin, I think they are close to 200 days over time now. They have indicated that they are pushing to complete, they have done the first 80, but there are some defects that they have to sort out. All 144 units have been completed, but there are some defects that they are sorting out. Now, why am I going to such detail? The issue of the land development is separate and apart from the offer to buy shares in CanCara.

The broker that is handling the initial public offering is Jamaica Money Market Brokers. It is not like what happened with Jamomes, where those principals were the ones that did everything and came to us to put in our own money in that vehicle and expose us to the risk of investing in that vehicle. This is a different type of investment, these are shares that have been offered publicly. We have been given an allocation, just like the Wigton, just like we did with TransJamaica highway. It is a public offer, and we are being offered shares in this.

Now, in terms of a presentation of the offer to the Council, that is something that we would love to happen, because you can't buy shares without information. And that is something that I am sure that Madam President in her own wisdom will arrange for CanCara Developers Limited to come and tell us why it is that we should buy shares in CanCara and, of course, the prospectus will be out. But in terms of a 20 Acres per parish, from my recollection, and I am making it very clear that this is my recollection, both as somebody who worked alongside Wayne Jones and Robert Chung in going around the country and trying to identify lands, as somebody who sat on the Executive and sat as the Chairman of the Board of JCSA Housing Company Limited, that these are things that are inherited, that this is what the records are saying and this is why they have to go forward.

It is not the first time the JCSA has gone into arrangements where land is concerned and we have been burnt because we did not follow a particular model. I will give you one last example, Madam President, and Sister Pat you are passionate about this one. The Long Lane Development, where we would have gotten those lands in exchange for the lands at King's House, and we have the history for how that went and why it is that the partnership that we formed with Roy DeCambre didn't give us what we wanted. We gave up equity in that land for nothing, and so, we had to pay Roy DeCambre half of the proceeds. So we have been bitten in the past, ladies and gentlemen, so we have made sure that any agreement that we sign with anyone does not

expose the JCSA and its membership to any financial risk. We are not taking any risk whatsoever, the company is saying that they will absorb all the risk of doing the development, all the requirements. The agreement is not signed yet.

This is an offer that they have made to say that all they require is that the same arrangement that we have with the NHT where they develop the lands and they take 40% of the development as their return on equity, and the JCSA 60% is there along with the Confederation. Sixty percent (60%) is there for us to deal with as we see fit. So I don't want us to have this impression that we have been reckless in our discussions with the company to the extent that we are going to be exposing the members to any sort of a risk. We have learned the lessons of the past and we are not going to be making those same mistakes.

Through you, Madam President, I am speaking as part of your team based on the discussions that have been held with the developer so far. We have not signed any agreement, there is a meeting that we need to have because they need to make a presentation to us in terms of the legal documentation, in terms of the form of the financing, so that we can be clear, based on our legal advice that we, JCSA, will not be exposed to any risk whatsoever. This is not a reckless discussion, we are having a preferred discussion with CanCara.

Madam President, since we started this thing with CanCara we see people who want to form partnership with the JCSA, that were not there before. And we have to do what we say in our own movement, that we seek a friend before we need a friend. CanCara was our friend long before we were in this position that we can move forward. We don't want to put all our eggs in one basket, and we have made ourselves clear to CanCara that whilst you are here for the 20-acres if we want to stand with another developer we are free to do so, because we have no exclusivity outside of the 20-acres per parish.

So, my purpose here is to be very, very, clear and to clarify any thoughts that might have been

germinated in your minds that there has been some sort of a recurrence of the history of the past rumblings that we have had where housing and investment matters are concerned. Thank you very much.

A. CHAIRMAN: Thank you for the clarification, Bro. IPP. Bro. Chung.

Q. Bro. Chung: I am forced to come to the mic because certain things are interjected in the argument that I am not at all insinuating. First of all, the agreement between CanCara and the Jamaica Civil Service Association sat for many years, many, many years. I was 1st Vice President in 2011, and at that time that's when those lands came up and they never materialized until after I resigned in 2016. They never materialized; why? Because there were certain things that were of concern. I don't know what has taken place since then if those concerns are gone, yes or no, but I know that one of the things I am hearing about we are owing them 40 million dollars. How did that come in? We signed no agreement with them so we could not have owed them anything. They could not have done anything on our behalf because no agreement was entered into, none.

When it comes to Long Lane, the only reason why Roy DeCambre was able to get a part of the proceeds when it was sold, Roy DeCambre spent his money for retainment of land, because a gully was running through the land, and it was causing the land to be eroded. And so, we went to the last agreement with him, because we didn't have the money at the time to build the retaining wall, that is how he came into it, and we said that we would share the property if he did that. I don't know the fine parts of that agreement, how Roy DeCambre come to get whatever he got, but I know we went into agreement with him, because my signature was on it, about retaining the land and putting up walls in order to secure the property. So that is how we came to get a part of the money when we actually sold it because we didn't go into the development and he was supposed to be the developer at that time. So that is something completely different from what is happening with CanCara.

A. CHAIRMAN: I appreciate both the context and the history, and what we are prepared to do is to make sure that before we invest we look at the prospectus and we look at all the risks and ask them to come here and present to Council so you can ask the questions that we need to ask. Investment in a company like this is at your own risk, but the company, as I know, is a solid company and they are going to be listed on the Stock Exchange.

Q. Bro. Alrington: I just want to ask, what was the thinking or the background behind giving CanCara an exclusive right, unlimited time, as long as we have 20 acres of government, they have exclusive right to do it.

A. CHAIRMAN: They were developing the property down in the west and they had incurred infrastructure costs but the project did not go on, but they had incurred that cost already.

Q. Bro. Chung: We had no agreement with them, they can't develop nothing on our land without an agreement and that was what stalled the whole thing. There was no agreement. No agreement.

Q. Bro. Leo: For many years I have been an advocate for us developing the lands that we have, so it is very strange now to hear the IPP so passionate about homes. I think it's a little too late and I think that we should take this with a grain of salt.

Q. Bro. Marlon, Food Storage and Prevention of Infestation Division (FSPID). If CanCara goes public and we invest in CanCara we are expecting to get dividends, we are expecting to get value for our money. On the other hand, we want to produce houses so that our members can receive houses at as low a cost as possible. So these two things generally do not go hand in hand. The more profit you make from houses then the more money you can get on your investment. Higher costs means persons pay more to get into a living situation. So we might find yourself in a sort of conflict. So that is just my concern.

A. CHAIRMAN: The Housing Company is a limited liability company, and that is where the contract is for the housing development, not the JCSA. It is the JCS Housing Company that has signed the 20 Acres per Parish agreement because no other union has a housing company. Now the Housing Company has not materialized any profit or any income for many, many years and it is an opportunity for us to revamp the company and to invest in the company. The houses that we are building in Union Acres in St. James, the Housing Company will eventually have benefits from it, but this is not a forum for discussion of the housing company.

In terms of us as individual members, the shares will be reserved, you will have an opportunity to buy into CanCara's Company Limited and you will earn whether they develop with us the JCSA or any other real estate development, that's where the benefit is, right. But I'm also saying that it's an opportunity for us even if we invest, we are also benefiting from the investment. Investment in the company is an opportunity for workers, remember the same was done for TransJamaica Highway, some shares were reserved, some persons take it up some didn't, but I can tell you for those of us who did we are seeing the benefits. So when the prospectus comes out, colleagues, take the time read the prospectus before you invest in the organization or the company.

Q. Bro Xavier Hutchinson, Ministry of Finance and the Public Service: I just want to clarify, is the Chair giving investment or financial advice to the members?

A. CHAIRMAN: I am just sharing information for investment purposes to Councils, an opportunity that will be a benefit if you invest. I'm not saying that you must, if you choose not to it's still okay, because other persons will. We will have the opportunity to invest in the company if we so desire because shares will be reserved for us because of the current arrangement that we have in terms of the them building under the 20 Acres Per Parish Agreement.

Q. Bro Xavier: I am just saying company making profits is not a guarantee of dividends. I just want to clarify that for Bro Marlon as well.

A. CHAIRMAN: Yes, it's not a guarantee, but real estate investment now is the most efficient and effective way, and sustainable too, because real estate does not depreciate in value, it appreciates in value, and so I believe that the development will benefit us in the long term.

Q. Bro Xavier: Okay. I just want to give the caution that you shouldn't give any advice unless you are a licensed financial advisor, licensed by the FSC.

A. CHAIRMAN: Yes, none of us in here are financial advisors.

- **20 Acres per Parish**

Q. Sis. Stephanie McGregor Gayle, JC rep: I have a question regarding NHT and CanCara being the developer for the 20 Acres per Parish. I know that with NHT, for us government workers, if the development is at a particular value they would pay the 100% for the houses which would have allowed us public sector workers to pay less. If the house was in the range that they would normally pay, for example, \$15 million, they would lend you the entire \$15 million.

A. CHAIRMAN: Providing that your salary...

Q. Sis. Stephanie ...can take it. Yes. However, when we go to a private company will they facilitate that? I don't think they would, because I have seen Irwin, for example, I have seen where persons who benefit from Irwin their payment per month through NHT is about maybe \$60,000 per month or maybe \$70,000. Also, I have seen persons who purchased through GORE where their house is practically the same price, and they are paying like \$120,000 because they had to do half with NHT and half with the bank. The benefit that NHT would offer would benefit public sector as it relates to the rate that they would get for payment of the mortgage, if you choose to use another company how would that be paid?

A. CHAIRMAN: So, this development, Irwin Acres, I think it was us who made the recommendation for it to be treated that way, because NHT initially was going to treat it as an open market. We made a pledge, it was a recommendation coming from the housing company and the partners for them to consider the NHT development in order for us members to benefit that way. We are not yet there we are still in discussion, but we are mindful of that as well.

A. Bro. Grant: The houses in Irwin are being sold in the range of \$16 to \$16.5 million. So what we did in this development is to ensure that the level of equity from the membership is set at a very high level recognizing that the NHT and the developer is recovering their cost and their profit, and that the JSA and the JCTU is seeking to ensure that its expenses are covered. We do generate a lot of expense to go and visit the site, to put administrative people in place, and to hire staff for the Housing Company. Even in that situation we are coming in below the value by about \$6 million which is intended to be the model that we will pursue. As Madam President indicated, we are trying to ensure that we have this same model throughout any of the 20-Acres that we do with CanCara and we are in discussion to ensure that that is manifested with all that we do.

A. CHAIRMAN: So, colleagues, you heard the plans that we have for the future and in relation to housing we do have some lands that we will be getting through the government. We do have some on lists right now, we are just waiting on the letters from the Office of the Prime Minister through the Commissioner of Lands to take those lands over so we can start the process of developing. We are moving from St. James by the end of May hopefully by June we are at Hague which is another development in Trelawny and from Hague we will go to others that we do have. Plans are afoot to ensure that we go full speed ahead in acquiring housing.

We do also have Albion in St. Thomas that we will be pretty much moving towards developing and have been promised additional lands. I don't know

what is happening, but I don't know if it is because of the election period there's a little bit of hesitation because of some of the persons who are currently there, so we are looking at an alternative piece which is promised to us, and we are waiting on that letter so that we can proceed with the development at St. Thomas. So far, the piece that is left is being secured and we are working with the Commissioner of Lands as well as the developers to see if we can secure it, I know they are going to be fencing it soon. The last time we checked I was told that there was no further development in terms of squatting. So we are in the process of securing that parcel and we are waiting on the additional acres that was promised to us. In due time I will push for that it has to be in the first quarter of 2025 which is between June and August, in the new administrative year, June 1; hopefully by the end of August we can have that in hand and we can move full speed ahead in developing our own property.

In addition, we are also looking at acquiring alternative lands outside of the 20-Acres Per Parish for our own development engaging other developers, not CanCara. Our members need the homes, our members need land too, so we have to not only depend on the government, but we too can also invest through the Housing Company in acquiring our own lands and so that we can develop these lands on our own.

Q. Sis. Carol Clarke: Based on what has happened in Montego Bay a lot of our members still could not afford those properties.

A. CHAIRMAN: \$16.5 for a 2 bedroom, it's not going to get any cheaper. The only reason why the cost was that cheap was because the land was pretty much passed on to the members.

Q. Sis. Carol: We have members in different categories. There are some that cannot afford that.

A. CHAIRMAN: I agree, but I'm also saying that that development was already a cost, going forward you have to look at one-bedroom, different types of units, different types of housing solutions. That

one was just a 2-bedroom development, in other developments when you have larger parcels of land you can have different segments of the development where you have lots, one-bedroom tall houses, et cetera, et cetera, but that development was not that type of development.

Q. Sis. Carol: The Hague development which is where you said we are heading next.

A. CHAIRMAN: There were just 90 houses, right, it is small too, so we asked for an additional 50 acres to do what you are talking about now.

Q. Sis. Carol: Then we have a problem, Madam President, because we have members who have been waiting and have been holding their breath to see something happening and if the next development which is Hague they won't be able to take part in that. Which one will they be able to take part in?

A. CHAIRMAN: I'm sure I had this conversation with you when you mentioned the bauxite lands, and I said to you the only way we can get those lands is unless they are Government land that I can apply for under the 20-Acre per parish. Outside of that we would have to acquire those lands differently. I think that is where we need to go, but in terms of development we cannot develop lands that we don't have, we are not the NHT we are not the Housing Agency of Jamaica. We are a trade union with a housing company that we are working in providing housing solutions which is not our core function, but we recognize the need and so we are trying to work with some members who are sitting down and waiting breathlessly.

The union is doing its part in making sure that we also provide solutions. The people have all sorts of choices so some people do that until 20 years, 30 years pass, they are near retirement and they still don't acquire anything. I have seen where the NHT has to write back to the Housing Company 5, 6, 7 times to say to people your name was selected, but you cannot afford a house because your payslip needs to clean up pretty much. You have loans from all these different loan companies and they are applying for the house the salary qualifies them, but the net is not netting.

So when we talk about homeownership, it's not just wanting a house, it's preparing for homeownership. You need to be intentional about homeownership and in acquiring homes. However, the JCSA as an organization is working with our partners because we don't have any money to build the houses, put in the infrastructure which is road, lights, water, sewage. We are doing our best, and just remember too that as an organization our core function is industrial relations so we have to be very careful too as we proceed, because my members will tell me, 'but mi have house already and mi nuh want that as a benefit, so why you used my money to do that?' We have to be mindful that when you put all this money in a pool it's no longer your money, but a benefit to the general membership, because you might benefit in another way.

I just want you to know that we are also mindful that there are different types of housing solutions that we must provide, but at a reasonable cost which is why the gentleman that came from Hardware and Lumber that spoke about the 4.7 million dollar house that they can get as a one bedroom and 8.7 for two bedroom and 9.7 for three bedrooms. Whatever the price is pretty much below the [market] but you still have to have land and when you add the land price to that it is coming back to the 16 million dollars down by Irwin in St. James.

Q. Sis. Carol: Madam President, I understand what you are saying, but bear in mind that nobody from St. Ann was able to go into Montego Bay. The scheme wasn't open to them, it was for people living down there.

A. CHAIRMAN: There are 50 acres of land in Moneague, right across from the soldier camp in St. Ann that is promised to the JCSA we are just waiting on that documentation. Bro. Frater, me and IPP did the walk through on that property.

Q. Sis. Carol: Madam President, I thought you mentioned that they put that on hold, because it is too close to the camp?

A. CHAIRMAN: No, there is no hold to it. What they have said is that there are soldiers who have requested land there so what they are going to do is a subdivision. There are about 10 squatters on it that they are going to cut off as well, because they also have to factor those persons in. It is 200 acres actually, we have identified that parcel already and they have agreed to give us. We have to wait until we get that letter from the Commissioner of Lands, which is by the way signed by the Office of the Prime Minister.

Q. Sis. Carol: The 90 in Trelawny, will it be for Trelawny residents only?

A. CHAIRMAN: They usually reserve for persons who live and work in Trelawny. What they are going to do in terms of the other lands like St Ann is to open it up for those that can travel back and forth. I don't know what that arrangement will be yet but remember, if it is going to be with the NHT then they determine how those houses should be allocated, if it is with CanCara and the JCSA then we will determine that.

Q. Bro. Leo: I just want to give support to the issue of housing, because my members were saying that they feel that what they are getting from the JCSA in regard to housing is almost nonexistent. Anything that is brought forward from the Housing Trust it's almost two houses at a time.

A. CHAIRMAN: When the NHT build their houses, they only give us two or three units, and when you get those two houses, they get 200 applications. So, when we build our own houses, we have those amounts to give to our members. NHT has nothing to do with those, we select the persons out of our allocations. Send up your name provided you meet the criteria to go to the NHT to acquire a loan. You have to meet that criteria too. The only difference is that you don't have to compete with the entire Jamaica, you are just in the smaller JCSA pool. Once you have been a member of the JCSA for 3 years that is what qualifies you. If you apply through the NHT you have to use the point system, so the NHT doesn't care who we choose as long as you meet their criteria.

Q. Bro. Leo: Somebody was asking, what if your name is already on a title?

A. CHAIRMAN: If your name is on a title, you are not entitled.

Q. Bro. Leo: Members were saying that the housing aspect of the JCSA should be improved, they believe that we can scope the entire island.

A. CHAIRMAN: Yes, and acquire land. I plan to invest in a land bank, so where we have lands that are in different parishes the JCSA can acquire those lands with our own funds so we can have our subdivisions. But, bear in mind, that those lands that we acquire we still have to be able to put in infrastructure.

Q. Bro. Leo: Going forward also, President, I want to say that in regards to CanCara there is a way that you can actually work out the risk. There are persons I know that can work out the risk factor.

A. CHAIRMAN: I thought you were volunteering.

Bro. Leo: I volunteer...

CHAIRMAN: You're volunteering...It's on the record We will depend on your expertise to assist us when we get there.

- **Strategic Projects**

The Chairman continued.

A. CHAIRMAN: (referring to pgs 102-103) We are finishing up JPark we will be expanding our gym. The Well is far advanced. Then we will also be looking at the Irwin Development and Braco.

Q. Bro. Livingston Burnett, Ministry of Wellness. We have identified where the Well is going to be.

A. CHAIRMAN: Construction is in progress. Phase 1 is completed and we are on Phase 2, and they should be finishing within 3 months.

- **Management Letter from the Auditors**

Q. Bro. O'Neil Grant: (Referring to page 115) I am asking the question now through you, to the Treasurer, did we get the Management Letter from the Auditors?

A. CHAIRMAN: During the time when the Treasurer is presenting her Financial Report.

GENERAL SECRETARY'S PRESENTATION **Sis. Tifonie Powell-Williams, JP**

GEN. SECRETARY: Thank you, Chairman. Good afternoon brothers and sisters. I will try to be very brief and just to indicate that the report will span across our operational activities and these are member services, administration, industrial relations public relations, and communication, of course, we have our regional activities and our committees' work.

- **Member Services Unit**

The Member Services Unit remains committed to delivering excellent service and expanding our membership through recruitment and retention and engagement strategies. The member services team they are part of the front-line team as they sought to address members queries, support new member onboarding.

From time-to-time we are invited to orientation and induction sessions at the various MDAs, and we use the opportunity to engage with prospective members and, of course, to reignite or reengage with our current membership. What we found throughout the year just looking at the table for members benefits we had a lot of members requesting JCSA membership ID cards and we were able give to members access to these cards and the numbers you see there – 2,147 members across the island. Of course, while we only have the gym here in Kingston and St. Andrew for the period under review 207 members access that benefit.

We also have the Mini Mart here in Kingston and in Montego Bay. We had 344 members access the Mini Mart and 101 members accessing member benefits. By member benefits, we are talking about education,

legal, medical and in some cases legal representation. We had a lot of those requests during the year under review. Another key benefit is the Tertiary Grant, and we had 242 members accessing that benefit. Those members children who are attending high schools, we issued scholarships to 28 members, and this is for the parishes or Chapters. In total we had 3,173 members accessing our benefits across the various categories and you will see the breakdown in terms of months.

For our membership growth we have seen the highest number of member applications in the month of April 2024; this resulted in a significant increase in members confirmed by May 2024. With membership growth we also had some resignations that we had to deal with during the period. However, the good news is that resignations decreased from 489 in 23/24 to 2012 which resulted in a 56.65% rise. Similarly, process requests fell from 440 to 206 marking a 53.18% reduction. Those members that we would have confirmed for the period 2,037; those resignations that we processed 206 and we saw a net growth in membership of 1,831.

I know most of you here would have seen the team at your various Ministry/Departments and Agencies when we do "Desk for a Day" and, of course, when we have meetings that our President and the sector leader officers are there as well. So, in that regard we had an uptick of those confirmed members over the period. For the Member Services Unit we continue to go to various departments and we will see later on in the report from the regions where our Regional Administrators also do their Desk for a Day presentation, and all this is aimed at continuing with the vision and the mission for sustainable growth and member engagement, and so we continue to encourage the general council to be a part of this thrust.

- **Administration and Human Resource Unit**

Throughout the period we have been promoting departmental meetings. We also stress the need to have the Chapter AGMs in the month of January and I must say that we have been keeping to that target because all 14 parishes would have held their annual general meeting in the month of January.

For those departments that do not have a departmental representative we continue to have those meetings with the hope of getting an elected rep to serve in those various MDAs.

Staffing

In fulfilling the strategic priority which speaks to improving our operational efficiency and service delivery, we engaged or upgraded some team members to other positions.

- Sis. Michelle Williamson, Acting Manager for Member Services;
- Sis. Kadia Green Blair, Human Resource Officer;
- Sis. Shanna Dee McDonald, Data Processing Officer;
- Bro. Devontay Edwards, First Impression Officer
- Sis. Kristol Davis, Records Management Clerk Assistant
- Bro. Sheldon Davis, Groundsman at Jacisera Park.

We have our own employees reward and recognition programme. Employee of the Quarter (1st Qtr) is Bro. Shamyca McKenzie.

We engaged our staff in numerous initiatives during the period to include having our general staff meeting and other activities. The key to that would have been continuous education and training staff retreat as well as our staff Valentine's Day treat and the staff retreat at Grand Bahia Principe Hotel last year.

The General Council Retreat was held at the Grand Palladium during the period June 2014. External presenters spoke on emotional intelligence and good mental health.

105th Annual General Meeting

Held 30th to the 31st of May. We had over 400 participants including ministers of government attending.

Education

A total of 500,000 book vouchers were distributed to members and those on Council and this was to assist the back-to-school purchases for their children;

The Samuel Stewart scholarship was awarded to Miss Julia Atkinson of the Jamaica Fire Brigade. The Stewart family were here to present the award.

The Denham Whilby Memorial Scholarship was awarded to Julia Robinson, the daughter of a member employed at the National Land Agency.

Civil Service Week

Held in the month of November, this was island wide. and our regions were fully engaged during the week of activities.

Industrial Relations Unit

The report would have shown a noticeable increase in grievances being recorded and this was specific to nonpayment of benefits, performance of appraisal disputes and delays in appointments. We also saw a rise in the cases of interdictions which many of them were due to minor infractions that had no intention of dismissal.

Up to February 2025 we had 91 cases, 20 being disciplinary and 71 grievances related. For those cases that were settled we had 21 cases being settled; 3 being disciplinary and 18 grievances; and we have 19 cases that were pending hearing or appeals. In terms of new cases, we got 26 new cases; 3 being disciplinary and 23 being grievances. For those cases that are outstanding, we have 96 cases outstanding; 20 being disciplinary and 76 being outstanding, and with these numbers we only have five Industrial Relations Officers treating with numerous and varying cases on a daily basis.

We have cases being brought forward up to February 2025; we have one, we have not seen any new court cases; we have 9 interdictions being brought forward, none being new interdictions and we would have assisted members with legal financial assistance being brought forward this would have been 2, up to February 2025.

I must commend the team for the meticulousness and the hard efforts towards ensuring that our cases are being settled.

Public Relations and Communications Unit

Our PR&CT team continue to give light and visibility to the work that we do and they have sought to engage the members about the roles and responsibilities of the JCSA and to ensure that we keep the members updated.

In terms of our Mailchimp, we are seeing that email delivery would have increased by over 100% when compared to the last period where we had 333,933 emails being sent, however the open rate remains very low. We urge members to open the emails and read them you will see 321,519 opened but 4,783 persons skipped. Mailchimp gives us some analysis in terms of membership engagement and how we can get members to see responses and seek to be more knowledgeable on the information that we would have shared.

The Public Relations and Communications Unit report shows all the activities that they would have been involved in – Mini Mart, Mobile Mini Mart truck where I think you saw Mr. Frater driving the truck with his cochair Sis. Suzette and Sis. Latoya. Members would have also bonded during the beach cleanup at Braco and also the beach in St Ann - Sister Carol Clarke's initiative.

Social Media

We have the social media performance, our social media pages gained 875 new subscribers and followers, so we have X, which is formerly Twitter that gained 50, Instagram gained 699 and our Facebook - 130. Impressions which are a total number of times posts and content are seen increased by 43% and engagement also increased which can be attributed in part to increased posting on all platforms. Of course, the WhatsApp seems to be the most common or our most utilized means of communication amongst our membership.

PR&C covered the following events:

- 105th Annual General Meeting
- funeral service honouring the life of the late Glen Broomfield.
- “Ready Fi the Road” Workshop - initiative of the Men's Coalition Committee
- President's Luncheon
- “How Sweet is the Fruit” Radio feature on RJR and podcast series
- Cornerstone newsletter
- YouTube channel

JCSA App

The Jamaica Civil Service Association is the only union in Jamaica and, possibly in the Caribbean that has

an app. Basically, the app is 100% completed in terms of the work that we are to do, however, we have to be guided by data privacy and protection. We have the Jamaica Data Protection Act, and we now have to ensure that we have our own policy which is being finalized as we are seeking external from the OSC. So, we now have the app just waiting for the JCSA's internal policy to guide us to be approved so we are well on our way.

• **Regional Reports: North East, South-Central and Western**

North East Region

Our reports from the various regions would have included the work from the various Chapters. The report from the Northeast region would have shown that our regions held their regional meetings. The Chapters are fully engaged. Chapter Executive Meetings being held: for Portland- two meetings; St Thomas - three; St. Ann - five; Brown's Town four; and St. Mary - four.

The numbers increased in terms of members and prospective members attending Chapter AGMs. The data shows St. Thomas had 86 attendees; Brown's Town - 40; St. Ann's Bay - 49; Portland - 46; St. Mary - 38; and this is very commendable.

The Chapters posted their 105th Birthday Celebration and their Civil Service Week Celebrations. There would have been regional training particularly on the role and function of the Chapter Executive and the grievance handling process.

We also started the budget training activity during the period in terms of the Chapter projects from the Northeast region.

Sis. Jody received the Chapter of the Year award on behalf of the St. Thomas Chapter. Commendations to Sis. Jody and her executive in the delivery of those well needed items to the St. Thomas Infirmary.

For the St. Mary Chapter, the Esher Basic School received their well needed resource they had a school sign that was donated by the Chapter and a celebration to support the school's educational programme.

The Brown's Town Chapter executed their chapter project which this coincided with the International Coastal Cleanup Day. This is a coordinated effort with

the Jamaica Environmental Trust and the National Environmental Planning Agency. This is the fifth staging of such event and, of course, Sis. Carol would have sought to get sponsors from the St. Ann Hi-Tech Farmers Group Limited and several public and private sector entities and community-based organizations.

The St. Ann's Chapter Project purchased and handed over a much needed 800 gallon water tank to the Edgehill School for Special Education. This was well received by the principal who highlighted the need and urgency of a water tank due to water woes in the parish. Commendation to Bro. Janoy and the Chapter Executives.

The Portland Chapter installed or sought to install an air conditioning unit at the Early Stimulation Development Centre in Orange Bay. That project was partially executed. Sis. Tamara commendation to you on your effort.

Our Regional Administrator Sis. Marilyn works very well with all the chapter executive members and ensures that they are able to execute their projects and give the necessary support that is needed to them. Sis. Marilyn, as well as other regional administrators have been out there doing presentations and office and site visits. 110 departments were visited during the period. I must indicate that when we go out into the parishes and we call our regional administrators names, members know that the team is out there and that they are engaging with our members.

In terms of the Discount House providers, the Northeast region would have received 7 new discount house providers for the reporting period, 6 from St. Thomas and one from Portland. Sis. Ann Marie from the Member service and Affiliation Committee and Sis. Tracey have been integral in this process.

Western Region

The Western Region Chapter AGMs are seeing some increase in the numbers. For Westmoreland, we had 80 attendees; Hanover - 45; St. James - 75; Trelawny 50. We would have been engaging with the membership at the Chapter AGMs. We had the full complement of the team - IR, member services, regional administrators, as well as the team with IDs. While officers were there presenting we had our team engaging with the members so it was very fulsome.

The Western Region also ensured that the Chapters had their executive and quarterly meetings.

Activities

- Jacisera Park Kids for Change Summer Camp
- Orientation session and budget training
- 105th Birthday week regional church service
- Member Appreciation Day
- Health Fair,
- Read Across Jamaica Day
- Beach cleanup at Braco
- Back-to-school medical
- Solidarity Black Out day a
- Civil Service Week activities

Union Acres Development

One of the key highlights for the region, particularly the parish of St. James was the handing over of the keys to our members for the Union Acres Development, formerly Irwin, St. James. We had a completion of 80 units out of the 144 housing units, and this was done in the month of October where we had the handing over ceremony.

The Prime Minister, Dr. the Most Honourable Andrew Holness was there along with our Vice Presidents and other persons from the Association attending. I know I saw Sis. Elaine Edmondson, she was one of the recipients for the post at Union Acres, so the Association is indeed seeking to ensure that our members are able to access the benefits.

St. James Chapter Men's Coalition Committee

The Men's Coalition would have launched the St. James Chapter Men's Coalition Committee, this was done on the 19th of November. It is an initiative that the Men's Coalition Committee is seeking to move across various parishes and that was a big plus for the men in St. James.

Membership Growth

We have seen where our membership has grown in the west. We would have added 390 emails and that now has shown a result of 4,022 emails to date.

(Chairman interjection to recognise Bro. Denzel Whyte former 3rd Vice President of the JCSA)

General Secretary continued..

- **South Central Region**

South Central Region had their Chapter AGMs with 60 persons in attendance for St. Catherine; Clarendon – 120, we had persons standing outside they could not come into the room; in Manchester we saw 102 attending; Santa Cruz - 29 and Black River - 57

Activities:

- Training and orientation
- Project training exercise
- Civil Service Week activities
- 105th birthday activities.

Chapter Projects

- Manchester Chapter: Service of Dedication and official opening of the Wellness Room project at Sidney L. Blake Basic School/early childhood institution.
- Clarendon Chapter: Handing over ceremony of a guard house and renovations of the principal's office of the Windsor School of Special Education in Denbigh, Clarendon.
- The Santa Cruz Chapter: Donated a deep freezer, electric kettle, folding table and chairs and stationery to St. Elizabeth Early Childhood and Therapeutic Centre which is the only facility in the parish offering early stimulation of education and therapeutic services to children with disabilities.
- Black River Chapter: Completed the first phase of the sick bay or isolation room at the Parrottee Basic School.
- Manchester Chapter: Visited the Windsor Lodge Children Home and Ebenezer Golden Home engaging both staff and residents in various activities. They also engaged in the Read Across Jamaica activity and they had summer camp programmes for children and teenagers during the birthday period.

The Men's Coalition Committee also sought to go in the parishes and have a session with the men, a Man Talk 101 was held in the Chapter and the discussion sought to cover good health practices for men.

There was also graduation support for the Sidney L. Blake Basic School and our President, Zonal Chair, and myself were invited to their graduation ceremony.

What we found out is that most of these basic school or early childhood institutions are very underfunded, so what we have seen is that most of the Chapter Executives would have identified schools in need.

Visits/Desk for a Day

For the period we had 128 office visits; 31 presentations; 56 Desk For a Day; 242 applications collected and Thrift applications being 12.

- **Committee Reports**

Mini Mart Management Committee

I must take this opportunity to commend the Mini Mart Management Committee. Every month they engage by submitting proposals for sale days, but they have always said to me if more departmental reps can reach out to us to come to their department or just to come by and shop at the Mini Mart then it would be a very good effort. So, on behalf of them, I'm encouraging you, to support the Mini Mart.

Most of the efforts reported on would have been towards sales days and other recommendations that they have put forward to ensure the efficiency and effectiveness of the Mini Mart and the Mobile Mini Mart Unit.

The JCSA Policy and Constitution Committee

This committee seeks to strengthen the policies that are either in the Association for review or policies that they believe need to be drafted.

Activities:

- Procurement Policy review
- JCSA CUG Policy
- Travel Policy

They have sought to draft an Honorarium Policy and a Blazer Policy.

In the new administrative year, we would have reached out to MIND, so when that committee has been constituted they will receive training and thereafter, other members of the executive will be included.

Men's Coalition Committee

The motto that they have "Unity is Strength Among Brothers", they have a vision to become the leading and most sought after male civil advocacy group in Jamaica and the Caribbean catering to the holistic development of men in the public service and general population.

Activities:

- "Ready Fi Did Road Safety and Emergency Management Workshop". Topics included the road code and the new road traffic act, emergency toolkits essentials and introductions to changing a flat tyre and there was a demonstration
- "Stop the Fighting" seminar
- Donation of 20 scientific calculators to the Tarrant High School
- St. James Chapter Launch of the Men's Coalition Committee
- Interview on "How Sweet the Fruit" on RJR. – Promotional tour to various Ministry, Departments and Agencies
- Man Talk 101 feature under the theme "Traditional versus modern masculinity".
- Bro. Carter was invited to speak on the Sexual Harassment Act at the National Land Agency
- Engaging the men at the Manchester Chapter.

Member Services and Affiliations Committee

The committee continues to ensure that have more organizations or entities coming on board for discount houses. Sis. Tracy and I and Bro. Livingston Burnett, continue to go out in the parishes and work with the Chapters in getting entities engaged.

One of the key activities of this committee is the JCSA membership drive and you would have heard our sisters on 'How Sweet the Fruit'. We need to recruit 2,000 members, there are some nice prizes and surprises offered in the membership drive competition.

The Women's Action Committee

The Committee handed over much needed resources to the students at the Women's Centre of Jamaica. They would have also participated in training, regional and international activities.

The Sports Committee

Winners of the Committee of the Year Award, and I believe your report would have shown the work and efforts Bro. Poyser and Sis. Stephanie. You are a part of the whole retention and recruitment just by this very activity that we host every year, commendations to the Sports Committee.

Local, Regional and International activities

The President in her message yesterday would have spoken about ending violence and harassment across the public sector, violence, and domestic violence in the world of work and this is also one of the key features of the work within our regional and international space.

QUESTIONS AND ANSWERS

(Referring to Page 118, the Chairman recognised Brother Grant's comment correcting his assignment from the Jamaican Employers Federation to JCSA).

Bro. Grant: Madam President, and I want to commend you and the team on the report that's presented by the General Secretary, it's a very fulsome report. I want to add to those commendations a recognition of the difficulties that the organization continues to face as we do with the general apathy amongst the persons who are seeking trade union representation without membership. We see a lot of persons who are sitting on the sidelines and are refusing to become, for one reason or another, members of the union and our job continues to be to convince persons to become members of the JCSA.

When I examined the report, I looked at the performance of all committees and they have all done exceptional work, but I want to highlight the the work of the Men's Coalition

(APPLAUSE)

Bro. Grant: The Men's Coalition is visible, it is active and it has not confined its work to the halls of Jacisera Park. I wish to personally congratulate the men for the work that they have done in bringing recognition to the role of men in the Jamaica Civil Service Association I want to publicly and

personally shake Allan's hand for the work that he has done for the work that they have done. Well done Bro. Allan.

(APPLAUSE)

CHAIRMAN: I think too, Bro. IPP, the work that they have done would have propelled them to now Bro. Frater, being the chair for the CPSA Regional Men's Committee and he has now expanded the role (Applause). He was the secretary and the chair expired, and he is now chairing the committee.

Q. Bro. Alrington: *(Referring to page number 28)* I know the Jamaica Civil Service Association was working with the Office of the Services Commissions to do some review of Public Service Regulations. I would want to know, Madam President, how far this has reached one, and I know we have asked for maybe one or two changes, one in particular is disposal time of cases, so I want to know what's going on there?

A. CHAIRMAN: We have completed the process of the review and that section was comprehensively done to include the union and the handing over by the Services Commission to the Ministry of Finance was done last year, it is still with the Ministry of Finance. We were presented with a draft copy which is in the office. I'm willing to share with persons who want to view it. It's just now for the Ministry to take the next step to have the revision be passed by the Ministry of Finance. I think it goes through the process of the Office of the Chief Parliamentary Council and then from that the process continues to CPC.

Q. Sis Trudy Brennan, Ministry of Justice. I noted my name on the record page 119, but I'm not seeing where I was ever present. I'm seeing where Bro. Craig Hurde were both elected at the same time and he's recorded for one. Is that an error?

A. CHAIRMAN: We can double check that record and make a correction.

Q. Sis. Ann Marie Campbell Bell, Jamaica Customs Agency I'd like to use this time to appeal to members to enter the Membership Drive

Competition. The prizes are good, three months at the gym; gift baskets and gift vouchers. It is 50 persons for the year minimum to get the grand prize of a weekend for two and for the others you have quarterly prizes.

Q. Bro. Xavier: I am experiencing a little bit of dissonance when I am trying to compare it to the financial statements. Most other reports the financial statements would match what is in the operational which is what the GS report is basically the operational side of the report. I am wondering what the difficulty in is aligning the GS's report with the financials or what was the genesis of that?

A. CHAIRMAN: There are two different years, the financial year is December 1 to November 30; the administrative year is June 1 to May 31. [re the General Secretary's report] if you wait until May the report will not have been ready for AGM so we cut off at a particular time in the year so that we can facilitate the printing of the report.

Q. Bro. Xavier: We have a Policy Committee that is doing the drafting, I am asking what the difficulty is in changing it?

A. CHAIRMAN: We have not been reporting like that, but in order for that to change we would have to...

Q. Bro. Xavier: Change the constitution. Both are two different years. So, the financial year does not start on the 1st of June that is why you are having a challenge. I am trying to match the performance, for example, the addition of new members with the rise in the revenue or the subscription per year.

A. CHAIRMAN: That is from June 1 to May 31 for membership in that period is where we have the administrative year and not the financial year.

Q. SIS. CAROL: *(Referring to Page 36 of the GS Report)*, I know the issues are highlighted, however I normally do multiple projects which are not there. The Administrative Professional Day and the Violence Against Women and girls that is not reflected there. The other one is the information regarding beach cleanup NEPA is not part of it, Madam Gen Sec. It was not NEPA it was NEPM,

North-Eastern Parks and Market. The numbers also are incorrect regarding the amount of person who turned up, volunteers we had 258 each and that was the final count from JET, waste 2,060 pounds and the bags were 206 bag across all four beaches, that is not what is reflected here in the report. This information is in the report, but what is captured here is incorrect.

A. CHAIRMAN: I apologize for not capturing it. Commendations to you on those projects, Sis. Carol.

Q. Yaneek Crawford, SERHA Regional Office: Page 119 Record of Attendance period of Record of attendance from June to May. I was elected May last year and I've never missed any of the General Council meetings.

A. CHAIRMAN: We cut off in February so that we can put the report together for May. So you would not see March, April and May in the report. Sometimes, colleagues, it depends on where your election falls sometimes it would fall before the council meeting for some persons depending on where they fall, would include the meeting at Retreat.

Men's Coalition report - Bro. Livingston Burnett indicated a correction to his name and post as Public Relations Officer; Bro Xavier's name was omitted.

Q. Bro. Burnett: The Ministry of Health and Wellness has close to 700 employees and we only have 2 departmental reps.

A. CHAIRMAN: It depends on the location. The constitution speaks to 50 for 1 and a maximum of 100, 2 reps; so pretty much your location is repped out.

Q. Bro. Burnett: Every month I sign up at least 1 member, so I'm going to concentrate on my building to get the 50 and I'll come back to you.

MEMBER: The committee has our own internal competition between all 10 members, and he is leading by at least 18.

Q. Bro. Herbert Grey, Department of Social Services. (Referring to page 49). Thirty six grievances were reported, can we know how many of these grievances have been resolved?

A. CHAIRMAN: The Chapters grievances are sent into the Secretariat [e.g.] interdiction, wrongful dismissal, disciplinary matters. 36 may come from this particular region into the Secretariat [and joins] 200 grievances. Sometimes one grievance can take 23 years. Sometimes grievances can be dealt with in a day, sometimes in a week, sometimes months, sometimes years. So, it is not dealt with from the regional level like that, so it's not reported that way.

Q. Bro. Livingston Burnett, Ministry of Health and Wellness: I've been trying to offer my services to the union I am now a Certified Industrial Relations Officer having completed the PCR Course at MIND. So, I am offering my services free of cost.

A. CHAIRMAN: Congratulations, we will take your services free of cost.

ACKNOWLEDGEMENTS

The General Secretary expressed gratitude to the managers and members of her team.

MOTION TO ACCEPT THE GENERAL SECRETARY'S REPORT

Moved by Bro. Robert Chung

Seconded by Sis. Latoya Spence

HONORARY TREASURER AND AUDITOR'S REPORT

Sis. Melaini Mullings-Arnold

TREASURER: I'm presenting to the Annual General Meeting of 2025 the financials for the period December 1, 2023, to November 30, 2024. This is an analysis of the financial statement that was submitted by the auditor. What is on screen is really what it is, there are about 4 figures in the booklet that you have that might be slightly different.

Sisters and brothers, it is with pleasure that I present to you, to the Annual General Meeting, the financial statements for the financial year ending November 30, 2024. The current leadership continues to be very opti-

mistic about the future of this noble organization as we celebrate the theme for this year being “106 years of breaking barriers building bridges and driving transformative change for quality public service”. As leaders of the JCSA we continue to strengthen and develop strategies to respond to the membership needs by providing quality service that will improve and maintain the quality of their lives while significantly improving members’ satisfaction and confidence in the organization.

The redevelopment and renovation of JACISERA Park to include the newly renovated state of the art auditorium, kitchen and bar have been executed to provide comfort, relaxation and safety for our members, staff and visitors alike. However, plans to transform the JACISERA Park into an income stream for the organization will continue into the new financial year.

The Mini Mart continues to operate from Mondays to Fridays at 31 Molynes Road, Kingston 10 and 44 Thompson Street, Montego Bay, St James. Members receive the goods at cost with a further 15% discount. We implore all our members to continue to access these benefits. It is very important to note that during the period we donated \$801,240 worth of goods to our members. (Applause) Some based on needs and others for their loyalty.

The financial performance revenues grew by \$88,581,791 or 20.46% for the year under review. This growth is mainly influenced by the increase in the members contribution arising from the new compensation restructure. Subscription Income was increased by \$166,987,248 or 60% during the period. Our overall revenue expenditure increased by \$74,192,000 or 22.9%. The single expense with a significant increase was salaries and wages and related expenses, this expense was increased by \$34,601,383 or 19.24%. This was attributed to the salary restructuring which took effect December 1, 2023. This action was necessary for the Association to employ and retain staff which will allow us to continue serving our members with excellence.

Our leasehold improvement expenditure was \$41,041,026. This is evident in the continued transformation of [JACISERA Park] which is located at 31

Molynes Road, Kingston 10. The redevelopment continues as we seek to improve our members spot for relaxation and entertainment to world class standards.

TREASURER: At the end of the period of the review the Association made a net surplus of \$124,652,000 or 13.05% increase. With this net income we were able to increase our asset base which includes our home at JACISERA Park and to continue maintaining our day-to-day expenses. The officers and the staff are committed to continue serving and assisting our members when called upon to do so.

Despite the change in dues, JCSA continues to increase the membership, benefits to our members, excellent industrial relations representation and education. This is evident by the many requests and coverage of our Hotline feature “How Sweet the Fruit” which is aired on Mondays at 10:15 am, financial assistance and tertiary grants. We remind our members to access all the benefits being offered as we continue to provide new and improved ones in the year or years to come.

In concluding, as your Honorary Treasurer of this noble institution and as we continue to serve our members with distinction, I will continue to display integrity and accountability in executing the functions of the Treasurer. I also want to express my sincere gratitude to my fellow officers, the General Secretary, the staff of the JCSA and the General Council members for their support and understanding of my financial prudence even with the Subscription at 1% and the increase in dues and overall income received. I express a special thank you to my two Assistant Honorary Treasurers. Finally, our loyal Accounts Unit Team who continue to give their best to meet the needs of our members staff and the suppliers.

That’s basically a synopsis of the analysis of the financial statement, the figures are in the booklet, I will tell you those that have been changed. So, for the overall income, the figure is \$521,610,527. The expenses which are the direct administrative and general expenses is now \$396,958,271, but the net surplus remains the same. Gross Return on Minimart activities is 1505,327 and it’s a loss or deficit 1505,327 so the total would change to 6,234,914.

QUESTION AND ANSWERS

Q. Bro. Xavier: (Referring to page 124) The first paragraph says the Subscription Income was increased by \$166 million. I just want to know what is the requisite change in membership, the net increase in members for this period...One thousand eight hundred and something members. I think that is for June to February or something like that. I just need clarity on what is the match between the 166 and the growth in membership?

A. TREASURER: The period is not reflecting the same financial period as what the General Secretary reported. I would have to get the information from the GS in terms of the actual figures based on the members and the amounts that each of them would have contributed for me to be able to give you that figure.

Q. Bro. Xavier: Question number 2. The second paragraph under financial performance, it says the salary restructuring which took effect December 1, 2023, I just want to know if this was in line with the compensation restructuring of the Central Government and I think you made a statement to say this was done to retain and attract staff, so I just want clarity on that.

A. TREASURER: In 2023 there was a need to realign the entire pay scale at the JCSA starting from the top.

A. CHAIRMAN: Colleagues, in 2023 we recognized that we were at the risk of losing our staff to other entities and so we recognized a need to realign salaries and that is where the increase came in. We also employed additional staff for the parishes which would have been reported in the General Secretary's report for that particular period of time. We did a complete realignment of the structure. In fact when I left the Ministry of Local Government and came over to the JCSA I was losing salary at that time.

Q. Bro. Xavier: So, what's the policy, to pay the difference?

A. CHAIRMAN: I get a portion of my salary from the Ministry of Local Government and a portion from

the JCSA. The president's salary is at a particular level, and I get my regular salary because my employment continues for my pension to be preserved and then the difference comes from the JCSA. And that is so for all groups coming down so we have the president, general secretary, managers coming right down to the groundsman.

Q. Bro. Xavier: I don't want to offend. I'm saying unless the increase can be justified by some objective measure how did it not be perceived by some members as padding our own pockets or anything like that? I'm not saying [this is so, it may be the perception]. What independent metric was used for the compensation restructuring on December 1, 2023, that is, not the central government, the one at JCSA?

A. CHAIRMAN: The central government restructuring was the first of April 2022; the JCSA is December 1, 2023. The central government salary increase was used as a guide. The salaries for travelling staff was pegged along with salaries for central government. The needs and the growth of the organization required that we do some alignment and provide additional benefits to the staff. The staff also has a staff claim that they submit to the management of the organization and we enter into negotiations with the staff. So out of those negotiations comes some benefit that has to be paid as well. As a union that negotiates for everybody else, there is also an internal mechanism for the staff to also negotiate their wages and salaries and benefits. Of course you know that once salaries go up, taxes go up, all of the pension, et cetera.

A. TREASURER: So you have the salary component which is the gross and the statutory matching of the organization to what the staff pays. For example, you pay 2.25 for your education tax from your pocket, it is a statutory obligation by law that every organization has to match. As we speak now that would be 3% for education tax for each staff, you have education tax, NIS and NHT. You also have the insurance benefit and pension as well.

And, of course several initiatives or activities, events that the staff would have deserved during the year for what we call staff welfare, and the

General Secretary would have posed that in her report and so that would form part of the total staff costs.

Q. Bro. Xavier: I'm still looking at the booklet, this is page 132 and there's a clear omission of the president's signature, could we get an explanation for that.

A. TREASURER: The report that is on paper [*referring to Extract*] is the final report. On that one you would have seen all the signatories.

Q. Bro. Xavier: Can I ask a follow up to the auditor, in terms of what obtains, is it acceptable for one person to sign and not one person to sign even though you gave an unqualified report?

A. AUDITOR: I think it's evident based on the exchanges thus far that there was a little admin hiccup as it relates to the publication of the financial statement which we regret certainly was unfortunate.

Q. Bro. Xavier: (referring to Note 12), Under Trade and Other Receivables there is still a line that says 'other', I think last year the explanation was that you got information from the previous auditor that was unclear so it couldn't be disaggregated. I'm wondering why this year we still have that line item of 'other'.

A. AUDITOR: Well, it is a possibility that you list out all the components of 'Other' and depending on how many they are this may have implications for the friendliness of the financial statement. So, it is customary that if that list is going to be too long, because there are many small components, then it is better reading that it be presented like this. For your information purpose the information comprising "Other" can be made available to you.

Q. Bro. Xavier: (referring to Note 16) Trade and Other Payables - there was a significant reduction from 2023 to 2024, the one for statutory deductions, I don't need an explanation, because it's good to not have that outstanding, but the other Trade Payables I don't know in terms of cash flow management to pay that \$28.6 million in one year was prudent.

A. AUDITOR: While that's really an administrative issue I can comment on it briefly. The 2023 financial year represented a substantial improvement in the revenue stream or revenue proportion amount for the organization and then it continued to increase during 2024. Traditionally, we only maintain significant payables when we have cash flow issues, but once we have money available then the right thing is to set obligations in a timely manner. As you can see the fortunes of the JCSA has changed substantially and therefore they have opted to do the right thing.

Q. Bro. Grant: Madam President, through you, it's a matter of process that we seem to have overlooked. The Auditor has not presented his report for us to vote on. So, before we ask further questions of the Treasurer, we need to get the Opinion of the Auditor into the record, and from there we can know pose our questions arising from the Treasurer's Report. Thank you very much.

FINANCIAL REPORT YEAR ENDING NOVEMBER 30, 2024 Mr. Charlton Hylton

Permission to read Opinion Paragraphs only was moved by Bro. Grant and seconded by Sis. Suzette Grant.

AUDITOR: "We have audited the financial statements of the Jamaica Civil Service Association which comprises statements of financial position as at 30 November 2024, and the statements of comprehensive income changes in equity and cash flows for the year that ended, and notes comprising accounting policies and other explanatory information.

In our opinion the financial statements give a truth and fair view of the financial position of the Association as of 30 November 2024 and of its performance and its cash flows for the year that ended in accordance with International Financial Reporting Standards for Small and Medium sized entities."

Essentially as is evident here it's an unqualified opinion throughout the course of the audit we found nothing material enough to qualify our opinion and that speaks to the quality of the accounting records which continue

to improve year on year based on our experience. Thank you.

QUESTIONS AND ANSWERS

Q. Bro. Grant: The question of a Management Letter continues from last year.

A. AUDITOR: A management letter was issued through the Treasury. There were a number of exchanges on the Management Letter which eventually led to a sitdown meeting to go through concerns and agreements and disagreements. I think we finally have reached a position on it, so I think what needs to happen next is that management formalize their comments in terms of responses to our management points and then once that gets back to me then I will sign off officially on it and release it as the Management Letter for the year that ended.

Q. Bro. Xavier: Note 7 under Expense by Nature Legal and Other Professional Fees there is a figure for 2024, but none for 2023. I find it highly improbable that a professional organization can go a whole year without any legal and professional fees. Can you comment on that?

A. TREASURER: This figure that says 'legal and professional fees' has more than one component as legal fees where this would be a unitary update or a Sigma Run or something for the Governor General. In my case those were fees that we paid to the attorney for representing us. However, there are instances where we would have assisted our members in their legal problems or issues that they are having which would form part of the members benefits. So, the line that says benefits to members in that \$18.1 million would consist of those kinds of legal fees or legal assistance that we would have assisted members with. Because that is benefits to our members that we gave them to represent themselves.

Q. Bro. Xavier: What about having a lawyer on retainer for the JCSA just in case any legal matters come up for clarification.

A. CHAIRMAN: That would eventually work out to more money. We only engage a lawyer when we need one, because the IR office does provide that service. The attorneys come to us for assistance so most of the times it's the JCSA that assists them, but where there are criminal cases specifically related to members in the Department of Corrections, Customs or other entities then when they write for legal assistance it is paid to the Members Assistance Fund and it entails legal, education and medical and death.

Q. Bro. Xavier: Note 9, page 140, there are significant changes between 2023 to 2024 related to President's Luncheon, Sports Committee Project and Donation, as the accountable officer can you account for these?

A. TREASURER: Let me start with Committee Projects, there are several committees, sports usually is by itself. Some committee, for example, Men's Coalition or Women's Action Committee, any funds that is expended for them or any other committee outside of sports will be right here. Sports has its own line item.

We awarded nine of them this year, some for doing last year's activities, so you recognize that there is an increase in committee activities. The committees are working more than they were, so you have more money to pay for that. Also, the types of projects that they do so, for example, the Women's Action Committee will be doing outreach and that would entail more expenses. The committees have more members in some cases than that was in 2023, and in fact a lot more volunteers coming on board.

In terms of the President's Luncheon, 2023 versus 2022, in 2022 December which was IPP's Christmas there was no President's Luncheon. 2023 December we had a new president, what happened in 2023 December. We were at the AC Hotel and what you would have seen at AC Hotel, the entertainment, the décor, etc. would have warranted a significant increase... This figure in 2023 represents December 2023 and months in preparation for the December 2024 President's Luncheon.

A. CHAIRMAN: Two sets of payments in the same year preparing for the following year.

A. TREASURER: Some of that 7.9 was amounts attributable to the President's Luncheon for December 2024. Remember you have to pay fees in advance in order to confirm entertainment, the venue and everything else that comes with the occasion.

[Regarding] Sports, we would have had more teams therefore the more matches you play, the more officials you pay, the more refreshments, the more medals you will need to make.

Q. Bro. Xavier: What about donation?

A. TREASURER: We always have donation on our books but it was of a smaller nature. We have now inserted or what has been approved is, something called a President's Donation where the persons would write from time to time and the president would be able to assist members or whomever it is who writes to us. It wasn't really being used much prior to then, of course, that's why you would have seen a significant increase.

Q. Bro. Xavier: Are these in the form of grants?

A. TREASURER: Yes, for example, Bellevue Hospital would have asked for donation after the hurricane season and we assisted them with their zinc drive in replacing the zinc for the hospital. Given the fact that we have over 400 members there, we donated a hundred thousand dollars to them. Other members who would have written to the organization, for example, Ministry of Education they have their sporting competition, internal welfare programmes.

Q. Bro. Xavier: Is the project that is the Civil Servant of the Year a part of it?

A. CHAIRMAN: It would be a part of it, yes.

Q. Bro. Xavier: Note 10 on the same page, 140 the increases in Overseas Conference, Secretariat Meeting, Annual Retreat and Chapter AGM, you don't have to go into details, but I think there are five things on there that have significant increases. I think in our last meeting there was something

about the travelling and the travelling during covid and so on, so I don't know if it's inflation, or ticket prices have gone up?

A. TREASURER: Well, certainly, but outside of that the contingency would have also made a difference, and there was also some adjustment to the costs attributable to going to an overseas conference. So that would have significantly changed the figure for an overseas conference and as you know every year it goes up.

With the AGM, based on what you saw last evening and today for that matter, do you think if this 8 million dollars that you are seeing here come next year if you should see 10 million dollars, do you think what you saw yesterday and today would have warranted that amount?

Q. Bro. Xavier: Yes, I think it would have warranted that amount based on the economy and the inflation rate. I'm not questioning the quality of the thing; I'm saying the increases are significant if you look at the chapter of AGM it moved from 2.4 to 6 it's about a 3.5 million increase, more than double.

A. TREASURER: The Association would have seen the need to take every significant unit that deals with members to the AGM so that the members can get information. We always have an industrial relations staff, at least 2 member service officers on location doing IDs engaging the members, telling them about benefits, etc and so that would have increased. We are now engaging persons out of Kingston we only do that once per year. You have seen the numbers in the GS's Report we have to change venue for some of them, we have to provide more refreshments, tokens etc. We have significantly more persons coming out. We have seen the members putting in more effort coming out and the Chapter Chairs are doing the work, and you are seeing that this is a good thing for the organization.

Q. Bro. Xavier: Note 6 page 138, the final question, under Other Income. What is included for 2024, in the 'other' the 1.4 million?

A. AUDITOR: There are a number of items in there, B, including Dividend, Interest Income and some smaller fees charged for various items, but the larger components are Interest Income and Dividend Income I think that accounts for about \$700,000 and a number of small items.

Q. Sis. Latoya Spence, Ministry of National Security: The Statement of Financial Position (I have the extract, page 4). I observed under Noncurrent Asset it says plant and equipment if you refer to explanatory notes at 11; it further breaks it down. What plant and equipment do those assets represent? I'm not sure what leasehold equipment means, firstly, if an explanation could be given. I also observe that I didn't see any record of the motor vehicle that was purchased in October last year. The other question if you go to page 7 on the explanatory Note 2c, where it gives a depreciation schedule, I also observe that there was no depreciation rate for motor vehicle.

A. AUDITOR: The extract would have reflected the motor vehicle, the second column under Note 11 being vehicle and equipment.

Q. Sis. Latoya: And 2c, depreciation for furniture fixtures and fittings of this equipment, I didn't see any schedule for the motor vehicle. I know it's new but...

A. AUDITOR: Thanks for the observation, that correction will be made.

Q. Sis. Suzette Grant, Ministry of Local Government, Treasurer gave some correction, but she didn't note that correction in the motor vehicle.

A. TREASURER: I think you have 54 million under leasehold? The motor vehicle was classified there, but further removed out to where the column that says vehicle and equipment.

So the leasehold property I think Sis. Latoya asked the question what exactly it is, it's all the funds spent on redevelopment of Jacisera Park.

Q. Sis. Suzette: Page 13 would be on the extract or 141 in the book, under Trade and Other Receivables, Motor Vehicle Help Desk 5 million dollars may I get some clarity on that?

A. TREASURER: When we started the Motor Vehicle Help Desk, and we engaged First Heritage, the idea was to get a bridging loan at the beginning of the expenses that would have been incurred prior to you getting the loan, purchasing a car, etc. 5 million dollars was the amount that we paid or gave to First Heritage to assist with that bridging loan.

A. Bro. Grant: When we negotiated the Motor Vehicle Help Desk with First Heritage, part of the consideration for the members to get that bridging loan at I think it was 8%. First Heritage was not going to lend unsecured to the member for that low interest rate and the cost, the bridging loan was advanced to import the motor vehicle before the member could apply for a loan from First Heritage and it becomes a regular motor vehicle loan.

Now we negotiated with First Heritage 8% to the member and what will happen for the JCSA is that for each vehicle that is acquired by a member of the programme, the JCSA will get \$50,000 for each vehicle. So, that bridging loan that we seeded for \$5 million was to assist each member to bring the vehicle in that the member pays an 8% interest on that until the loan is regularized as a motor vehicle loan in security, then that goes back into the \$5 million fund – the JCSA will get \$50,000 and the member moves on.

A. TREASURER: I recall writing for the \$50,000 per vehicle to be handed over to us but what they did is they created an account for us internally, so this \$5 million forms a part of that account and each \$50,000 that we should get goes to that account. I need to get an update as to really what is happening with First Heritage, because it doesn't seem from the last information I got, that any members are really getting vehicles right now.

CHAIRMAN: There's a lot of complaints about it, it's difficult and it is counter productive, it's not what we really want to achieve. I'm going to engage in the near future, because I don't know if it is working out the way we envisaged it to work and we may need to reconsider but we will have that conversation afterwards.

MOTION TO ACCEPT FINANCIAL STATEMENTS

Moved by Sis. Carol Clarke

Seconded by Sis. Denise James, TAJ.

RESOLUTIONS

(There were no motions)

AWARDS OF HONORARIA

TREASURER: The recommendation for the Award of Honoraria is \$7.5 million, \$7.5 million.

Q. Bro. Xavier: Under Expense by Nature, it seems the Honoraria figure went down instead of increasing.

A. TREASURER: What happened is in-house we still have a few persons that we need to pay. When persons are recommended for honorarium we do not get their bank accounts, so going forward, once the persons are recommended for honorarium the bank accounts are to be submitted at the same time to prevent this from happening. We continue to try to get them, so occasionally the money keeps going up.

Q. Bro. Xavier: Okay, thank you, for the clarification Honorary Treasurer. I have a counter recommendation of 1% of net profit for 2024 that would amount to approximately \$12.4m before taxes.

A. TREASURER: Well, I know there was a discussion earlier and we agreed that we would increase it to 7.5 million dollars. It is for the AGM to agree or disagree, but my proposal is based on everything else that needs to be done in terms of projects and everything else. My recommendation is 7.5 million dollars.

Q. Bro. Xavier: Okay, do you want to hear my rationale, I hear people saying rationale, but the subscription income went up by \$166 million. I think last year it went up by \$147 million. We need to ensure that the benefits are spread evenly to the membership especially those who volunteer their time and service and energy volunteering for the JCSA.

A. Bro. Grant: No, no, I want to speak on the proposal raised by Bro. Xavier, Madam Chair. Whilst I don't

have a fundamental objection increasing the Award for the Honoraria, given where we are as an organization and I know the pressures that the administration has been coming under in relation to the payment of dues, the level of dues being paid. We have to try as best as possible to ensure sustainability and that we don't put ourselves in a situation where we create a precedent that we may not be able to maintain over time, because we have to manage expectations. It's not an easy thing to deal with in terms of how to manage the expectations of people.

What I know is that the Executive is considering a policy for the management of the whole issue of Honoraria and questions about how we fix Honoraria may come up in the debate around that. But, given where the management and the leadership is they are best positioned to appreciate by how much they can increase the Honorarium by, there's a budget that the Treasurer has been given to operate it with. The last thing I can recall that budget was a deficit budget, or near there, based on where we are and they are typically doing some changes here and there and some additional projections to make sure that the budget could be a balanced one.

So whilst I have no fundamental objection to the consideration and the suggestion by my brother I think we may have to take what the management and the leadership has put forward in terms of the recommendation for the Award of Honoraria and then we look and see how under the policy review we can deal with that issue going forward. I think sustainability is critical to the analysis that goes on to determine how much can be paid as Honoraria. Thank you.

Q. Bro. Raymond Poyser, Minister of Economic Growth and Job Creation: The Honorary Treasurer just indicated a \$7.5 million figure plus tax. I would like to know how the plus tax comes in here.

A. TREASURER: When we pay Honorarium the amount that each volunteer gets is inclusive of tax. For example, Sis. Pat is supposed to get \$100,000 in her pocket, when we pay Sis. Pat, we will give her \$100,000 plus the tax attributable to the

\$100,000; so, when Sister Pat files her Return, Sis. Pat will still end up with her \$100,000, and technically JCSA would have paid her tax.

- Q. Bro. Poyser:** I would like to know the rationale is for \$7.5 million. We need analysis to justify what it is that we are proposing so members can understand and vote on this or we can say no to that. What Bro. Hutchinson was proposing we have to also be mindful and be careful. The JCSA is not a shareholder entity where dividends are spread across, so we have to be careful.

- A. TREASURER:** What we have experienced over the years we would have seen where committee members have stepped up their game we are at a point where we are awarding several committees.

We also have additional volunteers that are assisting the JCSA and those volunteers keep increasing. It's not a pay, it's not a stipend, it's just to say thank you for the service, because it is volunteerism. {Over the years] The president would award these volunteers based on recommendations and justifications. So there is no set calculation as to how much is given each year or the addition to the calculation. If President and the AGM agrees and recommend and votes on the \$7.5, the President in her distribution has to work within that ambit in recognizing the volunteers that are recommended.

- Q. Bro. Poyser:** You agree that currently there is no Honorarium policy. We need to seriously look at putting in the policy or establishing a methodology, so just like how we come and we talk about the financials, we can defend everything.

Bro. Xavier: I want to say it's a good solution by Bro. Poyser, if there's transparency and accountability in how you arrive at the figure and which volunteers do or don't get paid, then people can have more confidence in what is being paid out as honoraria.

- A. Bro. Grant:** I like to speak of history, so we have context. When I just became aware of honoraria, I think, just the persons who were officers were entitled. Subsequently it was amended to include

and widened to include volunteers. For all the years that I have been a part of the leadership from Treasurer to President, the conversation around honorarium has always been a difficult one because it has now become an expectation that we have developed over time that, because we are on a committee or we serve we are entitled to get an honorarium, and so we have these debates when we come to the AGM.

I say that we should continue to do as we have done in the past, the leadership would, based on financial affairs of the organization, make a recommendation for honorarium for the annual general meeting. In the credit union movement when we are fixing honorarium, the recommendation comes from the leadership in terms of the amount of the distribution of the surplus of the organization, but we don't do that at the JCSA in terms of how we think that surplus of a hundred and a half million dollars should be distributed. Even if the Treasurer was to provide a calculation for the next year of how we plan to spend out of the surplus we will quickly recognize that the surplus can be destroyed based on the capital expenditure of the JCSA in the next year.

From November of last year, the Treasurer would have made a recommendation to the Executive that she intends at the next Annual General Meeting given the entire budget of the JCSA to recommend the honorarium of X amount. So what she has done in consultation with the Executive leader she knows to concretize the amount that has been recommended and is budgeted in the Association's budget for the payment of honorarium. Putting it to the AGM is so that she can be allowed constitutionally to release the payment of honorarium, because the Executive has already done its work in approving the budget for the year.

Now, a question that can be asked is, did the Executive interrogate the honoraria amount properly when it was presented? I can say without taking too much tales out of school, yes, it did. We voiced concerns at that time around the need for a policy led, of course, by Madam President who indicated that she wanted more, shall I say transparency, around how honorarium is being

awarded. We can't say let us allocate 10% without having a full understanding of the circumstances of the award of honoraria. Forgive me for being a little bit loud, Madam President, but I thought it was important that we create the right set of scenarios in our minds when we are coming to the point of decision making.

VOTE ON AWARD OF HONORARIA

CHAIRMAN: Colleagues, the amount is on the floor for 7.5 million. I'm asking for a vote moved by Bro. O'Neil, seconded by Bro. Livingston, all in favour?

MEMBERS: Aye.

CHAIRMAN: Any against? Against? Bro. Xavier and Bro. Poyser. Any abstention? Bro. Chung, Bro. Cornwall.

CHAIRMAN: The ayes have it. Thank you, two abstentions.

NEW AND ANY NEW BUSINESS

The floor was opened for comments and questions.

- **Update on Department of Correctional Services**
 - Bro Frater spoke on JCSA requesting participation in negotiations for the 1,920 members in the DCS.
 - Request for a face-to face meeting with Ernst & Young who are carrying out the restructuring of DCS. A delegation of three consisting of Bro. George and Sis Cleopatra attended.
 - The review of the structure of the DCS is far advanced and we are happy and we will keep you posted as we get along.

Q. Bro. Xavier: On the issue of the collective grievance for staff at the Ministry of Finance in terms of the discontinuance of taxi allowance to persons they deem travelling officers before April 1, 2022 and an update on a timeline for JCTU to meet with the Ministry of Finance.

A. CHAIRMAN: I would have raised with the president of the JCTU my concerns about the delay in negotiations. The JCTU was a little bit late in submitting the final revised document claim to the Ministry of Finance. I was nudging them to have

my negotiations started, but they wanted to engage the Confederation first. I will nudge him and then write to the Ministry to have us continue with our negotiation and leave the JCTU, because part of our trade is the mileage rates and other things that we need to discuss. As you know JCSA is the largest union so that other unions are also dependent on our negotiations too. I can't drive that process, all I can do is help to push the process along.

... The collective grievance - Bro. Kelvin is far advanced in writing that. We will have the discussion with the representatives within the Ministry of Finance.

...The ceasing of the taxi allowance - There is no new circular to counteract what currently exists, so I don't know if that's just only Finance [who] has unilaterally done that. I have not seen anything in writing. Some persons have collected their money already and some persons are just told that they are not going to be paid. When the new circular comes out, whatever day that is effected, we will have to make a claim for the persons who were not paid because they can't use this new circular to not pay persons before it. So we can't move on the issue because we don't have anything in writing to do so.

Q. Bro. Xavier: Are you aware if other MDAs are getting paid their tax allowance?

A. CHAIRMAN: I don't know of any other MDAs who are having those challenges that you are having at the Ministry of Finance.

Q. Sis. Suzette Grant, Ministry of Local Government: At the last council meeting you mentioned the analysis of the dues structure. Is there an update?

A. CHAIRMAN: The analysis has not yet been done. We have discussed it comprehensively at Executive, we raised it at Council, but the Treasurer is going to work out that analysis. Given the fact that May is the first time that we got the new improved salary and some MDAs still have not been paid, we're waiting until the end of the quarter to do that analysis and then we will call. If there's a need to call an emergency meeting we'll do so to discuss the matter.

But it's very difficult to do that analysis, without seeing the total collection.

- **Presentation by Robert Chung, NSRC and the Occupational Safety and Health Committee.**

Based on the anecdotal evidence about accidents and injuries that are occurring in the MDAs. Under Section 12 the committee can assess workplaces for their occupational safety and health fitness.

The committee conducted a survey of 2,000 persons in the public service. Results showed 82% of persons are concerned about or have witnessed accidents in their workplaces. The committee has developed an assessment sheet which can be used to determine the "wholesomeness" of the environment. Two levels of assessment can be done: one by a competent person who is trained in occupational safety and health; or by any individual in the ministry has an interest in occupational safety and health. The latter would be an uncertified report, but would provide sufficient data.

The Risk Assessment Framework has benefits in that it can be used to determine workers compensation for these workers who are injured on the job. Under the Occupational Safety and Health Act the entities have a duty of care for the persons who are in their workspace.

The Ministry of Finance's Occupational Safety and Health Unit will partner with the JCSA OSHA Committee to ensure that each Ministry and Department engages in this exercise.

Q. Sis. Georgia Marks Doman, Ministry of Agriculture Fisheries and Mining questioned how to treat with slow response to anomalies in the compensation review. Reports were submitted to the HR and sent to Ministry of Finance.

"I am trying to figure out, that same compilation that the HR might have done am I supposed to start collecting all of those?"

A. CHAIRMAN: What you can do is engage the members write to the Association outlining what you have said and let them sign the letter collectively. I will write to the Ministry of Finance on

behalf of the members of your organization for a response as to where they are in the process of treating with your department.

Q. Sis. Georgia: ...With the increments, Is it a similar process for those who are now worse off due to the tax? My own is the pension scheme, that percentage has made me get less money than what I usually get, because I am in an acting position.

A. CHAIRMAN: Yes, it affects persons who are acting but once you have overcome your substantive position you benefit. If you move along your scale in your substantive position, your active amount is going to go down and if it is that you are earning more based on the increment you are going to be paying more taxes depending on where in the tax package you fall which is how the effect came in. So, it's persons who are acting who are having that challenge, but persons in their substantive position have seen the increase.

I don't think the ministry really thinks about those persons who are acting in a higher position, because they are saying that acting in a higher position is a benefit. You are acting in a higher position so if you are losing in your substantive cause then that is where they have to make the adjustment, but acting is not a right, it's a privilege.

Sometimes the cases are unique and we can write about that particular case. I know Maria (TIU) always responds by looking and assessing the individual and then makes a recommendation to me.

Q. Bro. Burnett: Would it be an ethical response for persons who find themselves acting and going home with less net, would the advice of stop acting be ethical?

A. CHAIRMAN: No, you don't want to stop acting, because you are not going to be taking on less pay you are just getting less acting amount. If you go past your substantive post you won't be better off. So, you'll still be better off if you're getting less net than going back to your substantive position. Let's hope the salary percentage increase will help to boost that.

- Q. Sis. Avory Crooks, Jamaica Cultural Development Commission, JCDC:** Our Executive Director went ahead and, in his estimation, did what he thought was best by securing an arrangement for members of staff contrary to Circular 19, extra hours work. He secured another arrangement with the Ministry of Finance for us to get just 15% of the salary no matter how many hours you work it can't be more than 15%. So, you find that persons are getting significantly less than they would have had the extra hours work policy been in place, so we have done a collective grievance and sent it off.

When persons are on holidays that's when we work the most, to keep all of these cultural programmes going. We're coming up to a very heavy period now when you say 1 to 6 in JCDC, you know, sleepless nights literally, and is it because we are working more, we must be punished because it looks like punishment.

- A. CHAIRMAN:** That's not the intention; I will have dialogue with the IR officer internally to see what the issue is. The policy speaks to public sector workers it is not discriminated against any particular group, but we will have the internal discussion.

- Q. Bro. Oshane McKay, Ministry of Economic Growth and Job Creation. (*Returning to the matter of Acting positions*)** I was making mention of the issue the Ministry of Finance said that acting is a privilege...

- A. CHAIRMAN:** Finance didn't say that. To me that's a privilege. What they're saying is the substantive holder of the position is really what the budget supports, so they are obligated to move persons within their substantive band. If you're acting in a higher position that is somebody else's position, then they're looking at the difference between that and yours, as well as if that person is acting in a higher position. So what they're saying is the focus is really on the moving along, your substantive advancement, along your substantive scale, and not the acting.

... Your substantive position is what the ministry is obligated to pay you at, because anything can

happen that reverts that position. So, until you're appointed in the position albeit you are carrying the duties and so on. So what is happening though is that like before the compensation when you move in increment your acting reduces that usually happens even before the compensation, the same thing happens now.

- Q. Bro. Oshane:** I understand what you are saying, President, but I do have a fundamental issue with it because at the end of the day you are carrying out additional duties you should be compensated for it. Let me put it this way, before the compensation restructuring you would have been earning a particular amount, and after the restructuring, same acting situation you are adversely affected, my view is that you should be going over to the new system.

- A. CHAIRMAN:** So, it is not an acting issue it is a restructuring issue for the organization that needs to be done. There are positions in an organization that have not been reclassified for 15 - 20 years. So whatever movement you make, the workers are not going to benefit substantially, because there is a need for a review, desk audit to look at the job functions etc, not necessarily for acting to be done, but for the position that you are in to be restructured to reflect your current reality of your work.

So that is what is supposed to be done in phase 2 which is not being done so they are reverting to acting a which is not necessarily going to fix the problem. If you are acting and you are earning more substantively, your acting is going to be reduced based on the fact that your substantive position moves further up so you are getting less acting pay, but it doesn't mean that you are losing, just that you shift from one to the other and so that is how it works.

- Q. Sis. Latoya Spence, Ministry of National Security:** Here is another scenario – if you are acting and should be appointed in the acting position, based on what obtains before Compensation Review, usually if you are at the minimum and you are up to the third point and so on in this case, we remain at the minimum and in a case where you are

appointed that position now becomes pensionable so it is going to affect your net pay again. What can the union do about?

A. CHAIRMAN: That is not supposed to happen, that is a different issue altogether. So I think this is where Services Commission comes in because Services Commission usually is the circulars to say that once you are appointed you should benefit from at least two increments.

A. Bro. Alrington: The Ministry of Finance has a circular out there saying once you are to be appointed at the first point. The Office of the Services Commission which is in charge of promotion has a circular out there saying you must move along the scheme to the third point at least one point, so the Services Commission has a circular out there. It is out there.

A. CHAIRMAN: Which one takes precedence? So the Services Commission deals with conditions of service and promotion and acting etc. and Finance deals with salary, so both circulars are contradicting each other. So your organization is applying the Finance circular and not the Office of the Services Commission circular.

Q. MEMBERS: With that circular when you apply the Services Commission the auditors write you and say you were overpaid and that is the case that we are having now.

Q. Bro. Oshane: Now I think this is a matter where the union would have to intervene for us.

A. CHAIRMAN: Yes, they have to intervene.

Q. Bro. Oshane: As it relates to the long delay between persons receiving their benefit after retirement I am not sure that there is anything that the union can do as it relates to it?

A. CHAIRMAN: I don't know what is to be done. Sometimes there are different causes why it is delayed, like some documents are not submitted. I gave a scenario about my own circumstances this morning. I know when the Minister of Finance was there he was working towards an online system

that within 3 months, persons who retire, should get their pension, but I don't know if the Records Management System is facilitating that. It is a discussion that we must have, but that also needs to be led by the Pensioners Association of Jamaica because when we go to Finance to talk about pensioners, they tell me that I don't represent pension.

Q. BRO. BURNETT: (returning to Taxi allowance)

"Circular number 20 dated November 6th, 2024, speaks to the payment of tax allowance to all employees – this includes employees who were previously in receipt of travelling allowance who meet the criteria detailed below with effect from July 1, 2024:

1. All employees who are required to work on swing and graveyard shifts that is those employees who are coming on or going off usually at 10pm or 11pm.
2. All nonshift employees who are required to work up to after 7pm on Mondays to Fridays it is also payable to and from home to those employees who are required to work on Saturdays, Sundays or public holidays which are not their regular normal workdays.

Please be reminded that tax allowance is not payable where employees are transported to or from work. It is also not payable to shift employees who are coming on or going off duty at 6 a.m. or 7 a.m."

A. CHAIRMAN: That circular is what Finance is saying that the persons there are not entitled to taxi. There is going to be a new circular to nullify this but before that circular, that's what I heard. I've not seen it. So before the new circular comes out they have stopped paying for some of the workers here at the Ministry of Finance in anticipation of the new circular, but what I'm saying is you can't do that because that circular is still enforced and so if you're going to stop it, it would have to be going forward and not for persons who have travelled and do what they have done already. So until this circular is repealed, it should remain enforced. Whether it is a mistake by the Finance Ministry or not, is not our concern, they have to hug up the mistake, but I'm saying that once this

circular is there, clear as crystal, then you should not penalize a worker for working and claiming in reference to circular number 20.

... There are some persons who are paid already based on the circular and then there are those who said that they are not paid at all based on the very circular, so that's where the conflict starts in the Ministry of Finance.

(BREAK TAKEN)

APPOINTMENT OF AUDITOR

Recommendation for the Auditor CR Hilton & Company to continue for the next year. Motion carried.

Moved by Bro. Livingston Burnett

Seconded by Sis. Georgia Marks Doman.

DECLARATION OF OFFICERS

for the Administrative Year 2025 - 2027.

"As a result of no other nominated candidate accepting nomination to contest for the positions that were available in the 2025 Election of Officers exercise. I hereby submit the names of the officers who have been returned by acclamation. President Techa Clarke Griffiths, 2nd Vice President Kelvin Thomas, please be guided accordingly.

Yours faithfully.

The Electoral Office of Jamaica.

Mr. Andrew Smith, JP.

Honorary Election Officer".

PRESENTATION OF THE OFFICER CORPS FOR 2025 - 2026/2027

Term length: 2025 - 2027

- President - Techa Clarke Griffiths
- 2nd Vice President - Bro. Kelvin Thomas

Term length: 2025 - 2026

- 1st Vice President - Clarence Frater
- 3rd Vice President - Bro. Alrington Roberts
- Honorary Treasurer - Mrs. Melaini Mullings Arnold

(APPLAUSE)

The President thanked the membership, officers, and the team for their support of her first term.

ADJOURNMENT

Adjournment taken at 8:29 p.m.

Record of Attendance - Executive Committee Meetings

OFFICERS	Feb 11, 2025	Mar 11, 2025	April 8, 2025	April 24, 2025	May 13, 2025	June 13, 2025	July 8, 2025	July 17, 2025	Aug. 12, 2025	Sept 9, 2025	Oct 14, 2025	Nov 11 2025	Dec 9, 2025	Jan 13, 2026	Feb. 10 2026	Mar.10 2026
REGULAR EXCO/ SPECIAL EXCO	R	R	R	R	R	S	R	S	R	R	R	R	R	R	R	R
Techa Clarke-Griffiths, OD, MBA	P	A	P	P	A	P	P	P	A	P	P	P	P	P	P	A
Clarence Frater, Bh(M)	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Kelvin Thomas	P	P	P	P	A	P	P	P	P	P	P	P	P	P	P	P
Alrington Roberts, JP	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Melaini Mullings-Arnold	P	V	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Camille Buford, Msc.	A	P	P	A	P	P	P	P	P	P	P	P	P	P	P	P
Ann Marie Campbell Bell	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Allan Carter, MBA	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Maud Chambers	A	P	P	A	P	P	P	P	A	A	P	P	P	P	A	P
Kevin Cornwall	P	P	A	A	P	P	P	P	P	A	A	P	P	P	P	P
Dwayne Goodison	P	P	P	P	P	P	P	A	P	P	P	P	P	P	P	P
Steffani King-Halstead	P	A	P	A	P	P	P	P	P	A	P	P	P	A	P	P
Shawn Mitchell, JP	P	A	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Raymond Poyser	P	A	A	P	P	P	P	P	P	P	P	P	P	P	P	P
Michael Thompson	P	P	P	P	P	P	P	A	P	P	P	P	A	A	P	A
Sis. Sandra Brown, Bh(L), JP	A	P	P	P	P	P	P	P	A	P	P	P	P	P	P	P
Sis. Opal Bryan, JP	P	P	P	A	A	P	P	P	A	P	A	P	P	P	P	P
Sis. Sandra Cameron	P	P	P	A	P	P	P	P	P	P	P	P	P	P	A	P
Bro. Robert St. F. Chung	A	A	V	V	P	P	P	P	A	P	P	P	P	P	P	P
Sis. Patricia Jackson, JP	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Sis. Rhonda Pryce	P	P	P	P	P	P	P	A	P	P	A	P	P	P	P	P
Sis. Maxine Shrouder, Bh(L)	P	P	P	V	P	P	P	P	A	P	P	P	P	P	P	P
Sis. Latoya Spence, JP	P	P	P	V	P	P	P	P	P	P	P	P	P	P	P	A
Sis. Shaedane Facey	A	A	A	A	P	P	P	A	P	P	A	P	A	P	P	P

R: Regular

S: Special

A: Absent

P: Present

V: Virtual

Record of Attendance - General Council

NAME	MDA's	25-Feb-25	20-May-25 (Special General Council Meeting)	JUN 12-25 Via Zoom	Aug 26-25	Nov. 25-25	Feb. 24-26.
Clarke-Griffiths, Techa	JCSA	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Frater, Clarence	Min of Industry, Investment & Commerce	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Thomas, Kelvin	Min of National Security & Peace	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Roberts, Arlington	Min of Finance & the Public Services	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Mullings-Arnold, Melaini	Tax Administration Jamaica	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Grant, O'Neil	Past President JCSA	ABSENT	PRESENT	NO LONGER IMMEDIATE PAST PRESIDENT			
Allison, Nargeree	Dept. of Correctional Services	ABSENT	ABSENT	ABSENT	ABSENT	PRESENT	ABSENT
Ameir-Cummings, Yanique	Min. of Foreign Affairs & Foreign Trade	PRESENT	ABSENT	ABSENT	ABSENT	PRESENT	PRESENT
Anderson, Ricardo	KPH/ Victoria Jubilee Hospital	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Anderson, Pauline	Min. of Industry, Investment & Commerce	ABSENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Ashley, Okeino	Min. of Justice - Court Administration Division	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Bailey-Williams, Jody-Ann (DECEASED)	Jamaica Special Economic Zone Authority	PRESENT	ABSENT	PRESENT	PRESENT	ABSENT	DECEASED
Beal, Javette	Min. of Education, Youth & Information	ABSENT	NO LONGER A DEP. REP.				
Bellamy, Churton	TAJ-St. Andrew Revenue Service Department	ABSENT	ABSENT	ABSENT	ABSENT	PRESENT	PRESENT
Brennan, Trudy	Min. of Justice	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Brown, Antonio	DCS - Tower Street Adult Correctional Centre	ABSENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Brown, Latoya	Natl Public Health Labs/ National Blood Transfusion	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Brown, Alrick	Min. of Labour & Social Security	ABSENT	ABSENT	PRESENT	ABSENT	PRESENT	ABSENT
Brown, Orlando	Golden Age Home	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
Brown, Carole	Office of Disaster Preparedness Emergency Mgmt.	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
Brown, Sandra	South East Regional Health Authority	PRESENT	ABSENT	PRESENT	ABSENT	PRESENT	ABSENT
Brown-Thompson, Millicent	Bellevue Hospital	ABSENT	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT
Bryan, Opal	Administrator General's Department	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Buford, Camille	Registrar General Department	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT
Byfield, Leo	Min. of Labour and Social Security- Heroes Circle	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Cameron, Sandra	Post & Telecommunications Department	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Campbell, Hopeton	Jamaica Library Service	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Campbell, Racquel	Min. of Local Government & Community Developmt.	ABSENT	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT
Campbell Bell, Ann Marie	Jamaica Customs Agency	PRESENT	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT
Carter, Allan	Min. of Health & Wellness	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Chambers, Maud	Min. of Tourism	PRESENT	ABSENT	PRESENT	ABSENT	PRESENT	ABSENT
Chung, Robert	JCSA	ABSENT	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT
Clarke, Brandon	Court Administration Division- Houghton Court	ABSENT	ABSENT	PRESENT	PRESENT	ABSENT	ABSENT
Clarke, Carol	Brown's Town Community College	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Clarke, Golda	Auditor General's Dept	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT	PRESENT
Clarke, Kevin	Statistical Institute of Jamaica	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Clemmings, Sandra	Houses of Parliament	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT
Coleman-Clarke, Karen	St. Mary Parish Library	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Cornwall, Kevin	Passport, Immigration & Citizenship Agency	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT

NAME	MDA's	25-Feb-25	20-May-25 (Special General Council Meeting)	JUN 12-25 Via Zoom	Aug 26-25	Nov. 25-25	Feb. 24-26.
Coward, Michael	Child Protection & Family Services Agency	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Crawford, Yaneek	South East Regional Health Authority	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Crooks-Campbell, Ivory	Jamaica Cultural Development Commission	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT
Davis, Marcia	Jamaica Cultural Development Commission	PRESENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
DeCambre, Dennis	DCS- St. Catherine Adult Correctional Centre	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Deslandes-Brown, Keynea	Companies Office of Jamaica	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	PRESENT
Douce, Sebastian	Accountant General's Department	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Douglas, Andrew	DCS- St. Catherine Adult Correctional Centre	ABSENT	PRESENT	PRESENT	ABSENT	ABSENT	ABSENT
Douglas, Dionne	Office of the Prime Minister	-	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Dunbar-Simmonds, Sheryl	Bellevue Hospital	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Edwards, Annette	Shortwood Teachers' College	ABSENT	ABSENT	PRESENT	ABSENT	PRESENT	ABSENT
Edwards, Georgia	Child Protection & Family Services Agency	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Edwards, Ingrid	Min. of Science, Energy, Transport & Telecomm.	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Ennis, Yanique	Jamaica 4H Clubs Staff Association	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Facey, Shaedane	Min. of Legal & Constitutional Affairs	ABSENT	ABSENT	PRESENT	ABSENT	PRESENT	ABSENT
Fairweather, Fitzroy	DCS- Tamarind Farm Adult Correctional Centre	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Fairweather-Sims, Netollia	Institute of Jamaica	ABSENT	ABSENT	ABSENT	ABSENT	PRESENT	PRESENT
Ferguson, Paulette	Jamaica 4H Clubs	PRESENT	ABSENT	PRESENT	ABSENT	PRESENT	ABSENT
Forbes-Christie, Millicent	DCS-South Camp Road Correctional Centre	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Francis, Shanti	Kingston and St. Andrew Health Department	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Franklyn, Latoya	Electoral Office of Jamaica	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
Goodison, Dwayne	Min. of Education, Skills, Youth & Information	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Graham, Sheldon, JP	Post & Telecommunications Department	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	ABSENT
Grant, Suzette	Min. of Local Government & Community Devpmt.	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Gray, Herbert	DCS- Horizon Adult Remand Center	ABSENT	PRESENT	PRESENT	ABSENT	ABSENT	PRESENT
Green-Livingston, Melva	Bustamante Hospital for Children	PRESENT	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT
Hamilton, Charmaine	KSA Parish Library	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Hamilton, Noelle	Min. of Justice- Court Administration Division	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Harrison, Carlene	Jamaica Constabulary Force-Finance Dept.	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Harrison, Johnoy	Jamaica Library Service-St. Ann's Bay	-	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT
Hearne-Wright, Sharon	National Environment & Planning Agency	ABSENT	ABSENT	PRESENT	ABSENT	PRESENT	ABSENT
Henry, Uton	Water Resources Authority	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT
Hird, Adrian	DCS- Tower Street Adult Correctional Centre	ABSENT	PRESENT	PRESENT	ABSENT	ABSENT	ABSENT
Hodges, Peta-Gay	Jamaica Information Service	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT
Howard, Cleopatra	DCS- Tamarind Farm Adult Correctional Centre	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Hurde, Craig	Min. of Justice	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Hutchinson, Leroy	National Chest Hospital	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Hutchinson, Xavier	Min. of Finance and the Public Service	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Hutchinson, Richard	Cabinet Office	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Jackson, Patricia	Registrar General Department	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
James, Denise	TAJ-St. Andrew Revenue Service Department	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
James, Oneil	Min. of Agriculture & Fisheries Division	ABSENT	NO LONGER A DEP. REP.				

NAME	MDA's	25-Feb-25	20-May-25 (Special General Council Meeting)	JUN 12-25 Via Zoom	Aug 26-25	Nov. 25-25	Feb. 24-26.
Kerr, Okeive	Forestry Department	PRESENT	ABSENT	PRESENT	ABSENT	ABSENT	PRESENT
Kerr, Michael	Jamaica Information Service	PRESENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Kerr, David	Min. of Labour and Social Security	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
King-Halstead, Steffani	Min. of National Security	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Lawrence, Tamara	Min. of Labour & Social Security-Portland	PRESENT	ABSENT	PRESENT	ABSENT	PRESENT	PRESENT
Lester, Sherene	National Works Agency	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Lewis-Brown, Stephanie	Social Development Commission-Santa Cruz	PRESENT	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT
Madden, Judeen	Jamaica Dental Nurses Association	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Malcolm, Delsie	Western Regional Authority	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Malcolm, Megan	Tax Administration Jamaica- King Street	ABSENT	ABSENT	PRESENT	ABSENT	PRESENT	PRESENT
Manning, Chevaun	Companies Office of Jamaica	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
Marks-Doman, Georgia	Min. of Agriculture & Fisheries Division	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
McCallum, Shaun	Auditor General's Department	PRESENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
McCurbin, Harold	Bustamante Hospital for Children	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
McDonald, Marie	Department of Correctional Services	ABSENT	ABSENT	ABSENT	ABSENT	PRESENT	ABSENT
McGhie, Clance	Trelawny Municipal Corporation	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
McGregor-Gayle, Stephanie	Jamaica Customs Agency	PRESENT	PRESENT	PRESENT	ABSENT	ABSENT	PRESENT
McKay, Oshane	Min. of Economic Growth & Job Creation	PRESENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
McKetty, Troy	Min. of Education, Youth & Information- Caenwood	ABSENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Mendez-Williams, Sandra	Kingston Public Hospital/ Victoria Jubilee Hospital	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Miles, Geraldine	Min. of Foreign Affairs & Foreign Trade	PRESENT	ABSENT	ABSENT	PRESENT	PRESENT	PRESENT
Mitchell, Fayann	Tax Administration Jamaica- Black River	PRESENT	ABSENT	PRESENT	PRESENT	PRESENT	ABSENT
Mitchell, Shawn	Tax Administration Jamaica- King Street	PRESENT	ABSENT	PRESENT	ABSENT	PRESENT	PRESENT
Morgan-Stephens, Michelle	Golden Age Home	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Myles, Michael	Jamaica Association of Public Health Inspectors	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Nicholson, Junior	National Environment & Planning Agency	ABSENT	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT
Osbourne, Marlon	Food Storage & Prevention of Infestation Division	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Parker, Onigraay	Municipality of Portmore	ABSENT	PRESENT	PRESENT	ABSENT	ABSENT	ABSENT
Pathmore, Allister	Min. of Transport & Mining	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Patterson, Sharon	NLA- Estate Management Division	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Patterson, Sharon	Supreme Court	ABSENT	ABSENT	ABSENT	PRESENT	PRESENT	PRESENT
Pearl-Roberts, Lorian	Social Development Commission	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	PRESENT
Pellington, Dona	TAJ- Stamp Duty	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Pitter, Frederick	DCS-South Camp Road Correctional Centre	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
Pottinger, Keisha	Passport, Immigration & Citizenship Agency	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Powell, Desoree	Cornwall Regional Hospital	ABSENT	ABSENT	PRESENT	NO LONGER CHAPTER CHAIR		
Powell-Spencer, Stephanie	Practical Nurses Association of Jamaica	ABSENT	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT
Poyser, Raymond	Min. of Economic Growth & Job Creation	PRESENT	ABSENT	PRESENT	PRESENT	PRESENT	ABSENT
Pryce, Michelle	National Works Agency	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Pryce, Rhonda	Tax Administration Jamaica	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Quarrell, Kelvin	DCS- Horizon Adult Remand Center	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT

NAME	MDA's	25-Feb-25	20-May-25 (Special General Council Meeting)	JUN 12-25 Via Zoom	Aug 26-25	Nov. 25-25	Feb. 24-26.
Rall, Shamir	NLA- Cooperative Services and Land Valuation	ABSENT	PRESENT	PRESENT	ABSENT	ABSENT	ABSENT
Rankine, Asha	Min. of National Security- Police Department	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
Reid, Lloyd	Jamaica Defence Force	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Richards, Mark	TAJ-Ocean Boulevard	ABSENT	PRESENT	PRESENT	ABSENT	ABSENT	PRESENT
Richards-Henry, Michelle	Min. of Health & Wellness	PRESENT	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT
Richards, Tajhana	Min. of Youth & Culture	ABSENT	ABSENT	ABSENT	NO LONGER A DEP. REP.		
Ricketts-Tyrell, Violet	NLA- Estate Management Division	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Salmon, Fitz-Roy	Municipality of Portmore	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Sancko-Valentine, Yanike	Tax Administration Jamaica	ABSENT	ABSENT	PRESENT	PRESENT	PRESENT	ABSENT
Savage, Tyrone	Forestry Department	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT	PRESENT
Scott, Christopher	DCS- Metcalf Street Juvenile	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Scott, Shauna	Min. of National Security	ABSENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Shrouder, Maxine	Jamaica Information Service	ABSENT	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT
Sinclair-Stewart, Tracy-Ann	Institute of Jamaica	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Smith, Jason	National Library of Jamaica	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Smith, Jeremy	Accountant General's Department	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT	ABSENT
Spence, Latoya	Min. of National Security	PRESENT	ABSENT	PRESENT	PRESENT	PRESENT	ABSENT
Squire, Andrea	Kingston and St. Andrew Health Department	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Stewart, Morris	Psychiatric Nursing Aide Association of Jamaica	ABSENT	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT
Taylor-Lewis, Georgia	Registrar General Department	ABSENT	PRESENT	ABSENT	ABSENT	PRESENT	PRESENT
Thompson, Michael	Statistical Institute of Jamaica	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT
Turner-Johnson, Monique	Jamaica National Heritage Trust	PRESENT	PRESENT	PRESENT	ABSENT	ABSENT	ABSENT
Wedderburn, Jamin	Min. of Finance and the Public Service	ABSENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Wedderburn-Faulkner, Annette	Jamaica Defence Force	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Whyte-Bryan, Denise	Min. of Industry, Investment and Commerce	PRESENT	PRESENT	PRESENT	ABSENT	ABSENT	ABSENT
Williams, Latoya	Administrator General's Department	PRESENT	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT
Williams, Sheryl	Min. of Labour & Social Security- NIS	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT	PRESENT
Williams, Garcia	Cabinet Office	PRESENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Williams, Peta-Gaye	Electoral Office- St. Catherine East Central	ABSENT	ABSENT	PRESENT	ABSENT	ABSENT	ABSENT
Williams-Campbell, Keisha	Post & Telecommunications Inspectors Association	PRESENT	PRESENT	PRESENT	ABSENT	PRESENT	ABSENT
Williamson, Trishanna	Electoral Office of Jamaica	ABSENT	PRESENT	PRESENT	ABSENT	PRESENT	PRESENT



The Honorary Treasurer's Report

Melaini Mullings Arnold, BSc, PGDip

Sisters and Brothers, I hereby present to the Annual General Meeting the Financial Statements for the financial year ending November 30, 2025.

The Year in Review

Over the financial year December 2024 to November 2025, the Jamaica Civil Service Association continued to operate within an economic environment characterized by rising costs, increasing operational pressures, and evolving expectations from members and stakeholders alike. These realities reinforced the importance of prudent financial management, strategic oversight, and organizational adaptability in ensuring that the Association remained responsive, sustainable, and capable of effectively serving its membership.

The period under review required not only financial administration, but careful stewardship and forward-thinking leadership. Financial management within a modern trade union environment extends far beyond the processing of income and expenditure; it demands strategic planning, sound governance, policy oversight, and a deliberate focus on sustainability and institutional strengthening. Throughout the year, emphasis continued to be placed on safeguarding the financial integrity of the Association while ensuring that resources were utilized in a manner consistent with the organization's priorities and responsibilities to members.

The prevailing economic landscape also highlighted the growing pressures being experienced by public sector workers and their families. Inflationary challenges, increased living expenses and broader economic

uncertainties, have continued to impact members in significant ways. Consequently, the Association must remain positioned, not only as a representative body, but as an institution that is responsive to the changing realities affecting its membership. This requires strengthening the Association's capacity to advocate effectively, expand member engagement, improve operational efficiency, and ensure that resources are managed strategically to support both present and future needs.

In this regard, the financial year underscored the importance of positioning the Association to remain resilient and forward-looking in an increasingly complex environment. The sustainability of the organization will depend on its ability to strengthen financial systems, modernize operational practices, improve accountability frameworks, and strategically align its resources with the evolving needs of members and the wider labour landscape.

Importantly, the Association's financial resources continued to support representation efforts, member engagement initiatives, outreach activities, and organizational operations undertaken throughout the year. The period further demonstrated that sound financial management remains central to the Association's ability to effectively advocate, respond, and serve.

Special acknowledgement is extended to the Accounts Team for their support and contribution to the financial operations of the Association throughout the reporting period. Their efforts assisted in ensuring the continuity of the Association's financial and administrative functions during the year under review.

As the Association continues to evolve, there remains a critical need to reinforce financial sustainability, strengthen governance mechanisms, and ensure that the organization remains strategically positioned to meet the demands of a changing economic and social environment. The responsibility of stewardship is therefore not confined to the present, but extends to safeguarding the future viability, relevance, and strength of the Association for generations to come.

Ultimately, the strength of any institution is not measured solely by the resources it possesses, but by how responsibly, strategically, and purposefully those resources are managed in service to its mission and its people.

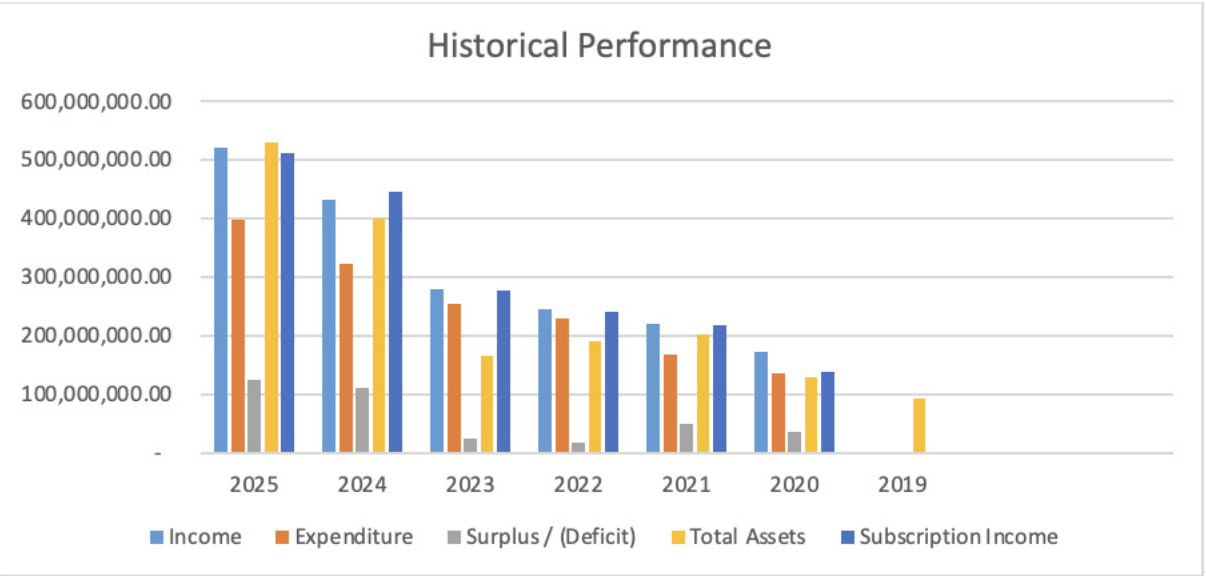
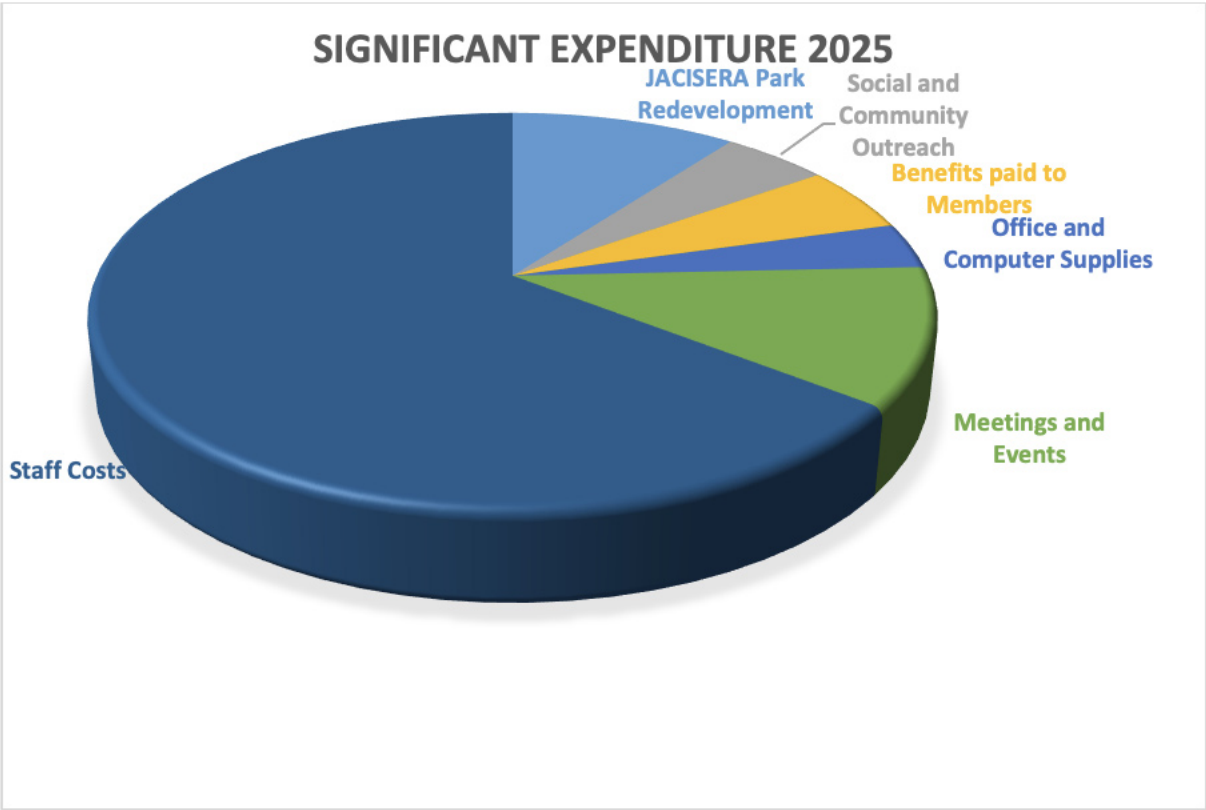
Financial Performance

Revenues grew by \$60,414,850.00 or 11.58% for the year under review. This growth is mainly influenced by the increase in the membership and three movements on the salary scale for members. Subscription income was increased by \$65,005,956.00 or 12.73% during the period.

Our overall Revenue Expenditure increased by \$53,073,147.00 or 13.37%. The single expense with a significant increase was Salaries and Wages and Related Expenses. This expense was increased by \$69,026,439.00 or 34.36%. This was attributable to salary adjustments, allowances tied to salary increases, new employment, gratuity payment, pay in lieu of leave, appointments, acting arrangement due to upgrade in post and the creation of new posts.

The increase in these salary and related expenses also resulted in corresponding increases in Statutory Deductions and Pension payable by the Association. These actions were necessary to enable the Association to remain adequately staffed and positioned to continue serving its members with excellence.

Graphical representations can be seen overleaf of some financial activities and performance of the Association for the period December 2024 to November 2025.



Financial Performance Summary				
<u>Category</u>	<u>2024/2025</u>	<u>2023/2024</u>	<u>Change</u>	
			\$	%
Income	582,025,377.00	521,610,527.00	60,414,850.00	11.58
Expenditure	450,031,418.00	396,958,271.00	53,073,147.00	13.37
Surplus/(Deficit)	131,993,959.00	124,652,256.00	7,341,703.00	5.89
Total Assets	529,612,217.00	400,096,316.00	129,515,901.00	32.37
Subscription	575,853,325.00	510,847,369.00	65,005,956.00	12.73

Melaini Mullings-Arnold BSc, PGDip
Honorary Treasurer

Jamaica Civil Service Association

Financial Statements

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30 November 2025

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Charlton Hylton F.C.C.A., F.C.A., Hayseworth Hylton F.C.C.A., F.C.A., MBA,
Dwayne Lindsay F.C.C.A., MBA, Paula Thorpe F.C.C.A., C.A., MMBA.



10 Holborn Road, Kgn. 5, Ja., W.I.

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TeleFax: (876) 631-7555 - E-mail: crhylton@yahoo.com

Independent Auditors' Report

To the Members of

Jamaica Civil Service Association

Opinion

We have audited the financial statements of Jamaica Civil Service Association ("the Association") which comprise the statement of financial position as at 30 November 2025, and the statements comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In our opinion, the financial statements give a true and fair view of the financial position of the Association as at 30 November 2025, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards For Small and Medium-Sized Entities (IFRS For SMEs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for *the* Audit of the Financial Statements section of our report. We are independent of the Association in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants, including International Independence Standards (IESBA Code) and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Board of Directors for the Financial Statements

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with IFRS and the Jamaican Companies Act, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

Independent Auditors' Report (Continued)

**To the Members of
Jamaica Civil Service Association**

Auditor's Responsibilities for the Audit of the Financial Statements Continued

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and the separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that presents a true and fair view.
- Obtain sufficient appropriate audit evidence regarding the financial information of the Association or business activities to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.



Chartered Accountants
Kingston, Jamaica
May 26, 2026

Jamaica Civil Service Association

Statement of Comprehensive Income

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 \$	2024 \$
Income			
Subscription	5	575,853,325	510,847,369
Gain (loss) on revaluation of shares		(1,516,251)	4,528,244
Other Income	6	<u>7,688,303</u>	<u>6,234,914</u>
		<u>582,025,377</u>	<u>521,610,527</u>
Expenses			
Direct, administrative and general expenses	7	<u>(450,031,418)</u>	<u>(396,958,271)</u>
Surplus, being total comprehensive income for the year		<u>131,993,959</u>	<u>124,652,256</u>

The accompanying notes form an integral part of the financial statements.

Jamaica Civil Service Association**Statement of Financial Position****30 November 2025****(expressed in Jamaican dollars unless otherwise indicated)**

	Note	2025 \$	2024 \$
Non-current assets			
Plant and equipment	11	<u>212,405,860</u>	<u>177,768,589</u>
Current assets			
Trade and other receivables	12	75,402,908	19,343,342
Inventories	13	1,504,665	1,622,411
Cash and cash equivalents	14	210,073,732	169,620,671
Investment securities	15	<u>30,225,052</u>	<u>31,741,303</u>
<i>Total current assets</i>		<u>317,206,357</u>	<u>222,327,727</u>
Current liabilities			
Trade and other payables	16	<u>5,644,937</u>	<u>8,122,995</u>
Net current assets		<u>311,561,420</u>	<u>214,204,732</u>
Net Assets		<u>523,967,280</u>	<u>391,973,321</u>
Capital and reserve			
Share capital	18	-	-
Accumulated surplus		<u>523,967,280</u>	<u>391,973,321</u>
Total Capital and Reserve		<u>523,967,280</u>	<u>391,973,321</u>

Approved for issue on behalf of the Board of Directors on May 26, 2026 and signed on its behalf by:



Techa Clarke-Griffiths - President



Melaini Mullings-Arnold - Hon Treasurer

The accompanying notes form an integral part of the financial statements.

Jamaica Civil Service Association

Statement of Changes in Accumulated Surplus

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

	Share Capital \$	Revaluation Reserve \$	Accumulated Surplus \$	Total \$
Balance at 1 December 2023	-	-	267,321,065	267,321,065
Surplus, being total comprehensive Income	-	-	124,652,256	124,652,256
Balance at 30 November 2024	-	-	391,973,321	391,973,321
Surplus, being total comprehensive Income	-	-	131,993,959	131,993,959
Balance at 30 November 2025	-	-	523,967,280	523,967,280

The accompanying notes form an integral part of the financial statements.

Jamaica Civil Service Association

Statement of Cash Flows

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

	Note	2025 \$	2024 \$
Cash flows from operating activities:			
Surplus for the year		131,993,959	124,652,256
Adjustments for:			
Depreciation of property, plant and equipment	11	10,365,688	24,535,684
Revaluation of shares		<u>1,516,251</u>	<u>(4,528,244)</u>
		143,875,898	144,659,696
 Operating cash flows before movements in working capital:			
Decrease in inventories		117,746	6,991,374
Decrease/(increase) in trade and other receivables		(56,059,566)	(1,600,405)
Decrease in trade and other payables		<u>(2,478,058)</u>	<u>(35,300,791)</u>
 Net cash generated by operations		85,456,020	114,749,874
 Cash flows from investing activities			
Purchase of property, plant and equipment	11	(45,002,959)	(54,777,776)
(Increase) decrease in investments		<u>-</u>	<u>(198,673)</u>
 Cash used in investment activities		<u>(45,002,959)</u>	<u>(54,976,449)</u>
 Net Increase in cash and cash equivalents		40,453,061	59,773,425
Cash and cash equivalents at beginning of year		<u>169,620,671</u>	<u>109,847,246</u>
 Cash and cash equivalents at end of year	14	<u><u>210,073,732</u></u>	<u><u>169,620,671</u></u>

The accompanying notes form an integral part of the financial statements.

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

1. IDENTIFICATION AND PRINCIPAL ACTIVITY

The Jamaica Civil Service Association (the Association) is a non-profit body incorporated and domiciled in Jamaica and is controlled by its membership. The registered office of the Association is located at 10 Caledonia Avenue, Kingston 5.

The main activity of the Association is to safeguard and affirm the legitimate interest and concerns of its members.

2. MATERIAL ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these financial statements are set out below.

(a) Basis of preparation

These financial statements have been prepared in accordance with the International Financial Reporting Standards for Small and Medium-Sized Entities ("IFRS for SME's") issued by the International Accounting Standards Board and have been prepared under the historical cost convention.

These financial statements are presented in Jamaican dollars, which is considered the Association's functional and presentation currency.

The preparation of financial statements in conformity with IFRSs for SME's requires the use of certain critical accounting estimates. It also requires management to exercise its judgment in the process of applying the Association's accounting policies. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 3.

(b) Cash and Cash equivalents

Cash and cash equivalents are carried in the Statement of Financial Position at cost. For the purpose of the Cash Flow statement, cash and cash equivalents comprise cash at bank and in hand.

(c) Depreciation and property, plant and equipment

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

	%
Computer	20
Furniture, fixtures and fittings	10
Office equipment	10

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

2. MATERIAL ACCOUNTING POLICIES:

(c) Depreciation and Property, plant and equipment (continued)

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

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

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

(d) Fair Value Estimates

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

(e) Foreign currency translation

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

(f) Financial Instruments

In accordance with IAS 39 Financial instruments are recognized at their fair value. Directly attributable costs are deducted from or added to the carrying value of those financial instruments that are not subsequently measured at fair value through profit or loss. Fair value is the price that would be received from the sale of an asset or to transfer a liability in the normal course of business between market participants. See note 14, Investment Securities.

(g) Comparative Information

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

(h) Income recognition

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

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

(i) Taxation

The Association is classified as a charitable organisation and is exempt from Income Tax

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

3. FINANCIAL RISK MANAGEMENT:

Financial risk factors

(i) Market risk

Market risk is the risk that the value of the financial instrument will fluctuate as a result of changes in market prices. The JCSA has significant holding in stocks which is held as a long-term investment.

The investment does not have a significant impact on JCSA's operations.

(ii) Currency Risk

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

(iii) Interest Rate Risk

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

(i) Credit Risk

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

(ii) Operational Risk

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

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

4.1 Critical judgements in applying the Association's accounting policies

In the process of applying the Association's accounting policies, management believes that there were no critical judgements made, apart from those involving estimation (see below) that would cause a significant impact on the amounts recognised in the financial statements.

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (Continued)

4.2 Critical accounting estimates and assumptions

The Association makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Property, plant and equipment

Management exercises judgement in determining whether the costs incurred can accrue significant future economic benefits to the Association to enable the value to be treated as a capital expense. Further, judgement is applied in the annual review of the useful lives of all categories of property, plant and equipment and the resulting depreciation thereon. Details of the estimated useful lives are disclosed in Note 2(c) (See Note 11).

Fair value estimation

In assessing the fair values of financial instruments, the Association uses a variety of methods and makes assumptions that are based on market conditions existing at the balance sheet date. The values derived using these techniques are significantly affected by underlying assumptions concerning both the amounts and timing of future cash flows and the discount rates used.

5. SUBSCRIPTION

Subscription is charged at one percent of the basic salary of all participating Civil Servant and is remitted to the Association by their respective employers.

6. OTHER INCOME

	2025 \$	2024 \$
Rental of JACISERA Park	1,854,514	1,225,000
Gym fees	2,064,500	1,826,108
Rental of Montego Bay office	600,000	600,000
Sports competition	583,000	319,000
Help desk activity	500,000	-
Other	1,649,245	1,419,584
Bar	995,820	249,549
Government of Jamaica Subvention	2,100,000	2,100,000
Gross loss on Mini-Mart activities (Note 19)	(2,658,776)	(1,505,327)
	<u>7,688,303</u>	<u>6,234,914</u>

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

7. EXPENSE BY NATURE

Total direct, administration and other expenses:

	2025 \$	2024 \$
Staff cost (Note 8)	282,825,193	214,481,860
Office and Computer Supplies	16,406,773	18,995,326
Repairs and Maintenance	9,237,518	19,477,282
Water charges	199,801	430,319
Telephone charges	5,831,119	5,943,589
Electricity	2,772,099	3,204,451
Other charges	13,797,165	11,112,496
Honorarium	6,784,000	5,488,333
Benefits paid to Members	23,667,804	18,175,962
Audit Fee	1,925,000	1,750,000
Rent	5,401,341	5,517,132
Social and community outreach (Note 9)	21,356,363	20,707,150
Depreciation (Note 11)	10,365,688	24,218,733
Legal and other professional fees	-	2,595,000
Bank charges	296,225	304,003
Meeting and events (Note 10)	49,165,329	44,556,635
	<u>450,031,418</u>	<u>396,958,271</u>

8. STAFF COSTS

	2025 \$	2024 \$
Salaries, wages and related costs	269,896,815	200,870,376
Health insurance	9,915,848	8,591,779
Staff welfare	3,012,530	5,019,705
	<u>282,825,193</u>	<u>214,481,860</u>

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

9. SOCIAL AND COMMUNITY OUTREACH

Social and Community Outreach comprise the following:

	2025 \$	2024 \$
Civil Service Week	40,000	811,526
Committee Project	1,639,954	1,072,056
President's Luncheon	2,035,743	7,919,982
Anniversary Celebration	2,577,640	3,104,809
Donation	691,224	765,413
Sports	2,575,098	2,249,137
Debate Competition	3,096,575	2,809,250
Chapter Chair Projects	814,040	1,662,424
Men's Coalition	715,389	312,552
Hurricane Melissa	7,170,700	-
	<u>21,356,363</u>	<u>20,707,150</u>

10. MEETINGS AND EVENTS

	2025 \$	2024 \$
Election of Officers	257,260	286,454
Overseas Conference	9,536,609	10,424,177
Secretariat Meeting	7,645,592	6,471,847
Local Conference	-	880,000
Annual Retreat	18,263,862	12,336,800
Regular AGM	9,695,704	8,088,666
Chapter AGM	3,766,302	6,068,691
	<u>49,165,329</u>	<u>44,556,635</u>

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

11. PLANT AND EQUIPMENT

	Computer \$	Vehicle & Equipment \$	Furniture & Fixtures \$	Leasehold Improvements \$	Total \$
Cost or valuation					
1 December 2023	14,709,775	26,805,839	11,130,070	130,637,146	183,282,830
Additions	523,494	14,699,820	770,692	41,041,026	57,035,032
30 November 2024	15,233,269	41,505,659	11,900,762	171,678,172	240,317,862
Additions	681,308	3,960,502	3,149,336	37,211,813	45,002,959
30 November 2025	15,914,577	45,466,161	15,050,098	208,889,985	285,320,821
Accumulated depreciation					
1 December 2023	10,504,555	9,840,969	4,604,351	13,063,714	38,013,589
Charge for the year	4,728,713	5,553,181	1,190,076	13,063,714	24,535,684
30 November 2024	15,233,268	15,394,150	5,794,427	26,127,428	62,549,273
Charge for the year	136,262	4,546,616	1,505,010	4,177,800	10,365,688
30 November 2025	15,369,530	19,940,766	7,299,437	30,305,228	72,914,961
Carrying amount					
30 November 2024	1	26,111,509	6,106,335	145,550,744	177,768,589
30 November 2025	545,047	25,525,395	7,750,661	178,584,757	212,405,860

12. TRADE AND OTHER RECEIVABLES

	2025 \$	2024 \$
Prepayment	-	2,473,332
Other	65,480,667	8,201,283
Lunch advance	382,750	51,750
Staff loan	4,039,491	3,616,977
Motor vehicle help desk	5,500,000	5,000,000
	<u>75,402,928</u>	<u>19,343,342</u>

13. INVENTORIES

Inventories represent stock held by the mini-mart and are stated at the lower of cost and their net realizable value.

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

14. CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise the following:

	2025 \$	2024 \$
General	145,008,800	83,822,926
Salaries	17,098	45,916
Mini-Mart cash and bank	13,584,254	14,425,554
Savings	37,481,220	65,044,020
Credit card account	3,590,331	905,822
EMED and Hurricane relief	6,071,888	1,015,603
JMMB	4,193,901	4,193,901
Cash	126,240	166,929
	<u>210,073,732</u>	<u>169,620,671</u>

15. INVESTMENTS

Investments comprise the following:

	2025 \$	2024 \$
Quoted securities		
RJR (23,707,758 units)	27,026,844	26,324,156
Scotiabank Group (5,300 units)	272,791	244,330
JMMB Group (19,000 units)	324,190	427,500
Wigton (1,000,000 units)	1,260,000	1,270,000
Trans Jamaican Highway (709,000 units)	1,269,110	3,403,200
	<u>30,152,935</u>	<u>31,669,186</u>
Unquoted securities		
Ja. Printing Service Co. Limited	60,000	60,000
JCSMTS	11,240	11,240
JCS Housing Company Ltd.	106	106
JCSA Housing	16	16
NHT	755	755
	<u>72,117</u>	<u>72,117</u>
	<u>30,225,052</u>	<u>31,741,303</u>

16. TRADE AND OTHER PAYABLES

	2025 \$	2024 \$
Accruals	<u>5,644,937</u>	<u>8,122,995</u>

Jamaica Civil Service Association

Notes to the Financial Statements

Year Ended 30 November 2025

(expressed in Jamaican dollars unless otherwise indicated)

17. TAXATION

No provision for taxation has been made in these financial statements. The Association is exempt from income tax under the provisions of Section 12(h) of the Income Tax Act.

Deferred taxation is not recognised in these financial statements as a result of the Association's exemption from taxation.

18. SHARE CAPITAL

The company is limited by guarantee and has no share capital.

19. MINIMART INCOME AND EXPENDITURE

Total direct, administration and other expenses:

	2025 \$	2024 \$
Sales	8,633,076	9,458,247
Cost of sales		
Opening stock	1,622,411	2,080,587
Purchases	11,174,106	10,505,398
	12,796,517	12,585,985
Closing stock	(1,504,665)	(1,622,411)
	11,291,852	10,963,574
Gross loss	(2,658,776)	(1,505,327)
Expenses		
Office and general expense	1,077,612	569,695
Selling and distribution	245,420	224,020
Bank charges	296,225	422,935
Repairs and maintenance	36,000	4,120
Per diem and mileage claim	411,865	-
Donation	391,224	801,240
Utilities	326,050	498,746
Rent	1,200,000	1,200,000
Insurance	235,490	-
Depreciation	316,951	316,951
Total expense	4,536,837	4,037,707
Net loss	(7,195,613)	(5,543,034)

NOTES



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