

**AUDITOR GENERAL'S DEPARTMENT
SPECIAL AUDIT REPORT
TRANSPORT AUTHORITY – HUMAN RESOURCES, ADMINISTRATION AND PROCUREMENT PRACTICES**

The Auditor General is appointed by the Governor General and is required by the Constitution, Financial Administration and Audit Act, other sundry acts and letters of engagement, to conduct audits at least once per year of the accounts, financial transactions, operations and financial statements of central government ministries and departments, local government agencies, statutory bodies and government companies.

The Department is headed by the Auditor General, Pamela Monroe Ellis, who submits her reports to the Speaker of the House of Representatives in accordance with Section 122 of the Constitution of Jamaica and Section 29 of the Financial Administration and Audit Act.

This report was prepared by the Auditor General's Department of Jamaica for presentation to the House of Representatives.

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'A better Country through effective audit scrutiny'



Table of Contents

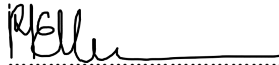
EXECUTIVE SUMMARY	6
FINDINGS	6
PART ONE	9
INTRODUCTION.....	9
<i>Background</i>	9
<i>Rationale for the Audit</i>	9
PART TWO	10
ALLEGATIONS AND FINDINGS	10
PART THREE	16
CONCLUSION	16

Auditor General's Foreword

As the Agency of the Government charged with the responsibility for the licensing of all public and commercial vehicles, and the regulating and monitoring of public passenger vehicles throughout the island, the Transport Authority (T.A) has an important role in the development of a modernized public transportation system. Based on stakeholder allegations regarding malpractice in Human Resource and Administration as well as procurement and operational areas, I commissioned a special audit to assess whether there were breaches in the Authority's Human Resources and Administration policies and procedures as well as the GOJ guidelines at the Transport Authority.

Whereas we saw evidence that corroborated certain allegations related to Human Resource and Administration practices inclusive of the hiring of persons contrary to the HR&A policies and procedures as well as GOJ guidelines, other evidence presented did not support allegations of improper awarding of contracts. Nonetheless, we identified instances of improper practices within the procurement process which if left unresolved, could undermine the transparency and integrity of the Authority's operations. I therefore urge the Transport Authority to consider the recommendations contained in this report, in order to preserve the integrity of its operations.

I take this opportunity to thank the management of the Transport Authority for the courtesies extended to my team during the execution of this audit.



.....
Pamela Monroe Ellis, FCCA, FCA
Auditor General



Special Audit Report Transport Authority (T.A) HR&A Practices



Key Data

- Transport Authority was established by the Jamaican Government in 1987 as a Statutory body for regulating and monitoring the public transportation system in the Island.
- At the time of this report, the Authority operated under the Ministry of Transport and Mining.



Main Findings

- The Managing Director's contract with the start date December 1, 2020 did not accord with the Board of Directors' November 24, 2020, decision, regarding the terms of engagement.
- Transport Authority's severance payments of approximately \$11.5M to the above-mentioned Managing Director did not accord with GOJ Staff Orders.
- Forty positions on TA's staff listing were not approved by the Ministry of Finance and the Public Service, while the contracts of three senior managers were not approved by the Ministry.



Conclusion & Recommendations

The Transport Authority should ensure that its HR practices are in keeping with the Authority's Human Resource and Administration Policy and regularize its operations with the MoFPS, pertaining to the unapproved positions and contracts. Also, In keeping with Section 20 of the FAA Act, The Authority should seek to recover the improper payments of J\$11.5 million to the Managing Director that resulted from the winding up his previous employment arrangements.

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Executive Summary

The Auditor General’s Department (AuGD) conducted a Special Audit of the Transport Authority’s Human Resource and Administration (HR&A) practices and procurement transactions executed between 2017 and 2022, in response to the following allegations:

- i. **The Managing Director who served from December 2020 to December 2022 does not have the requisite qualifications.**
- ii. **The post of the Managing Director above was not advertised.**
- iii. **Persons are being hired contrary to the HR policies and procedures, as well as the GOJ’s guidelines.**
- iv. **A former employee was still being paid a salary, nine months after separation.**
- v. **An unapproved contractor was awarded a contract to repair a Toyota Coaster bus owned by the Transport Authority.**
- vi. **An Area Supervisor at the Transport Authority is being awarded contracts with the same Transport Authority.**
- vii. **Regular retreats at hotels over the past year costing millions of dollars.**
- viii. **Route Inspectors are collecting money for parking fees from public passenger vehicle operators along the roadways, without enforcing termination in the Water Lane bus park.**
- ix. **Members of the Authority are still selling hackney carriage licences, despite having been publicly declared closed off since 2018.**

Based on the allegations, we sought to assess whether the Authority breached its own Human Resource & Administration (HR&A) policies and procedures as well as, the Government of Jamaica (GOJ) guidelines. The Authority’s HR Policy was approved by the Board of Directors. However, no evidence was provided to confirm that it was approved by the Ministry of Finance and the Public Service (MoFPS). Further, we saw evidence that substantiated allegations of breaches regarding the filling of the Managing Director position, as well as other HR malpractices.

Whereas we identified discrepancies within the procurement process for the period under review, we saw no evidence that supported the allegations of improper awarding of contracts. Nonetheless, based on our assessment of the allegations of corruption against members of the Transport Authority in an operational capacity, there were obvious weaknesses in the systems of internal control that may enable irregular activities.

Findings

1. **In March 2020, the Transport Authority made payment of approximately \$11.5 million to a contract officer who was purportedly terminated. The termination letter did not set out the reason for separation, it instead indicated that the decision was based on discussions with the Board Chairman. However, we are aware that the officer at the time of termination, December 31, 2019, had already signed an employment contract (December 23, 2019) with Jamaica**

Ultimate Tyre Company Limited (JUTCL) as head of entity - General Manager, with an effective start date of January 1, 2020. We found that the Chairman of the Board of Directors of the Transport Authority authorized that payment be made to the officer for time not served on the contract (General Manager – Human Resources & Administration), at a total of approximately \$11.5 million. The same officer was reappointed by the Transport Authority approximately one year later in a higher post to act as Managing Director. We could not determine the reason behind the termination of the officer on the basis that his assignment at JUTCL, another public body, was converted to a permanent appointment the day following his separation. We expected that the Transport Authority would have simply approved his transfer to another government entity. On that basis, there was no need to make separation payment to the officer, only to re-engage him a year later in a higher post.

2. **Further to the above, the Board took a decision at a meeting held on November 24, 2020, to temporarily appoint the same officer for a period of 90 days, after which a competitive process should have been used to fill the position. However, we found that the officer was engaged for a period of three years effective December 1, 2020, with a remuneration of \$8.4 million.** On July 11, 2022, we raised the issue of the non-competitive permanent appointment of the officer, vis-a-vis the Board’s decision regarding this matter. The Transport Authority subsequently provided us with a document purporting to amend the contract dated August 2, 2022, wherein the terms of engagement were modified to refer to an acting appointment until a suitable replacement was found. The officer as Managing Director signed the addendum along with the current Acting General Manager - Human Resources & Administration (CAGM-HR&A) varying his contract from permanent to temporary.
3. **Proper justification was not provided by the Transport Authority to support payment of \$7.3 million in May 2021 to the CAGM-HR&A.** We noted that the CAGM-HR&A requested compensation for work done between 2016 and 2020. In a memo to the then Managing Director in December 2020, the CAGM-HR&A indicated that despite repeatedly requesting payment, previous supervisors denied these requests on the basis that the duties were to be incorporated in the officer’s work plan. Even though these payments were rejected by the previous supervisors that were no longer at the Transport Authority, the Managing Director approved these payments shortly after taking up office. Whereas TA’s HR Policy provides that special allowance shall be paid where an employee is assigned additional duties along with those of his/her substantive position, the HR policy requires that the arrangement and related compensation should be agreed before commencement of the assignment(s). We saw no evidence of compliance with the policy.
4. Similar payments totalling \$5.3 million and \$14 million were made to two other officers between March and June 2021. These requests and payments were all made after the Managing Director assumed office. In both instances, the purported additional duties were said to have been undertaken prior to the commencement of the tenure (December 1, 2020) of the Managing Director. There was no evidence that the supervisors at the time in assigning these duties, considered these to be additional to the officers’ regular duties, and that the respective officers raised any concern that these duties should qualify for the payment of special allowance and project premium.

5. **The Transport Authority increased its establishment and operated 40 staff positions without the Ministry of Finance and the Public Service’s approval.** The Authority has indicated that it is in the process of providing the requisite documentation to complete the approval process.
6. We did not uncover evidence to substantiate allegations surrounding the payment of salary to a former employee nine months after separation, nor was there evidence of an unapproved contractor or an Area Supervisor being awarded contracts to repair coaster buses owned by the Authority. Regarding the allegation of regular retreats at hotels, though we found evidence of expenditure totalling more than JA\$11M on hotel accommodation over a 15-month period, based on our assessment of the supporting documents (payment vouchers, invoices, etc.), the expenditures were in keeping with the GOJ guidelines and the FAA Act.

Recommendations

1. In keeping with Section 20 of the FAA Act, the Authority should seek to recover the improper payment of approximately \$11.5 million paid in March 2020 to the Managing Director who commenced his tenure in December 2020 that resulted from the winding up of his previous employment arrangements.
2. The Transport Authority should review the structure and internal control mechanism regarding the payment of special allowances and project premiums to ensure compliance with the HR policy and mitigate the risk of overpayments. TA needs to review the payments made, on the basis that the HR policy was breached, with a view to recovery.

Part One

Introduction

Background

1.1 The Transport Authority was established in 1987 as a statutory body by the Jamaican Government for regulating and monitoring the public transportation system in the island. The portfolio of the Authority was transferred from the Ministry of Construction to the Ministry of Public Utilities and Transport at that time. The Authority now operates under the Ministry of Transport and Mining. Under the Transport Act of 1987, the Transport Authority acquired the functions formerly performed by:

- The Licensing Authority
- The Public Passenger Transport (Corporate Area) Board of Control, and
- The Public Passenger Transport (Rural Area) Board of Control

1.2 The operations of the Transport Authority are governed by:

- The Road Traffic Act, 1938
- The Transport Authority Act, 1987
- The Public Passenger Transport Regulations and Acts (Rural & Corporate Area)

1.3 The Roles & Functions of the Transport Authority (TA) include regulating and monitoring public passenger vehicles in the island of Jamaica, as well as the licensing of all Public Passenger Vehicles and Commercial Carriers Island wide. The TA is also responsible for taking other actions as may, in its opinion, be conducive to an efficient public passenger transport system.

Rationale for the Audit

1.4 This Special Audit was undertaken in response to allegations of the Authority's HRMA malpractices regarding hiring, questionable awarding of contracts, payroll discrepancy and unwarranted expenditure. The audit sought to determine if there was sufficient evidence to substantiate the allegations received, as well as determine if there were breaches of the GOJ guidelines by the Transport Authority.

1.5 We planned and conducted our audit in accordance with the ISSAIs (International Standards of Supreme Audit Institutions) which supports our special audit manual along with data interrogation techniques. These standards are issued by the International Organization of Supreme Audit Institutions (INTOSAI). We conducted a risk assessment and developed an audit program based on our objectives in order to form our opinions and conclusions. We gained knowledge of the operations of the Transport Authority and the role it plays in the Jamaican economy by reviewing internal and external information, interviews with management, staff and other stakeholders, observations, walkthroughs, and analytical reviews. We conducted fieldwork between May and September 2022 to gather sufficient and appropriate audit evidence on which we based our conclusions.

Part Two

Allegations and Findings

2.1 Information received from anonymous sources indicated that:

- i. **‘Managing Director’¹ does not have the requisite qualifications.**
- ii. **The post of ‘Managing Director’ was not advertised.**
- iii. **Persons are being hired contrary to the HR policies and procedures as well as the GOJ’s guidelines.**
- iv. **A former employee was still being paid a salary nine months after separation.**
- v. **An unapproved contractor was awarded a contract to repair a Toyota Coaster bus owned by the Transport Authority.**
- vi. **An Area Supervisor at the Transport Authority is being awarded contracts with the same Transport Authority.**
- vii. **Regular retreats at hotels over the past year costing millions of dollars.**

Managing Director was not advertised.

2.2 At a meeting of the Board held on November 24, 2020, a decision was taken to have an officer “*act as Managing Director of the Transport Authority for a period not exceeding ninety days after which the competitive process to fill the position on a permanent basis would be undertaken.*” However, within one month of taking up the position, the officer was offered a fixed term contract for a three-year period in the position of Managing Director which took effect on December 1, 2020. We saw no evidence that the position of Managing Director was advertised. Additionally, the officer did not possess the requisite minimum academic qualification of a master’s degree when he was offered the contract in December 2020.

Management’s Response

In response to this finding, on July 11, 2022, the GM with responsibility for HR&A stated that the Authority was of the view that Managing Director was issued the wrong contract and the Authority would move with haste to provide the correct contract.

2.3 We subsequently observed an amendment to the Managing Director’s contract on file dated August 2, 2022, which outlined amendments to the “***terms of engagement***” and “***engagement period***” of the officer’s employment agreement on November 30, 2020. This document referred to the position as “***Acting Managing Director***” and reflected a different engagement period being: “***December 1, 2020, for a minimum of 3 months or until a suitable replacement is identified***”. The correspondence was

¹ The Managing Director whose served from December 2020 to December 2022 is the individual being referred to in the allegations.

not signed by the Chairman, being one of the initial executing parties, but instead signed by the acting GM HR&A along with the Managing Director as the corresponding executing party.

Management's Response

Notwithstanding the earlier Board decision that the officer should "be appointed to act as Managing Director for a period not exceeding 90 days after which the competitive process to fill the position on a permanent basis would be undertaken", it is clear that this position had been revised. The Minutes will show that he regularly, attended Board Meetings for two years (after the November Board decision), in the ex-officio position of Managing Director, belying any assertion that the extension of his employment in this office, beyond 90 days, was without the Board's approval. Clearly, this arrangement had to be grounded, in contract, hence the three-year contract dated December 1, 2020. Perhaps the concern is the proximity of the date of the earlier Board decision and the contract date; this cannot be rationalized at this time.

2.4 The said officer was employed previously as General Manager – Human Resources and Administration by TA on May 19, 2018. However, within fourteen months, July 2019, he was assigned to the Jamaica Ultimate Tyre Company Limited to function as the head of entity, General Manager. The officer commenced employment with the Jamaica Ultimate Tyre Company Limited (JUTCL) in July 2019 undertaking the duties of General Manager for approximately six months to December 2019. During this period at JUTCL, the officer was paid by the Transport Authority at the same rate as his substantive position as GM HR&A. On December 23, 2019, the officer signed a contract of employment with JUTCL as General Manager which took effect in January 2020. However, the Chairman terminated his services at the TA on December 31, 2019, and approved separation pay of **J\$11,494,098.70**. The officer subsequently resigned from JUTCL in November 2020 and was offered a contract at the Transport Authority as Managing Director effective December 2020. The diagram below outlines the chronological order of the sequence of events.

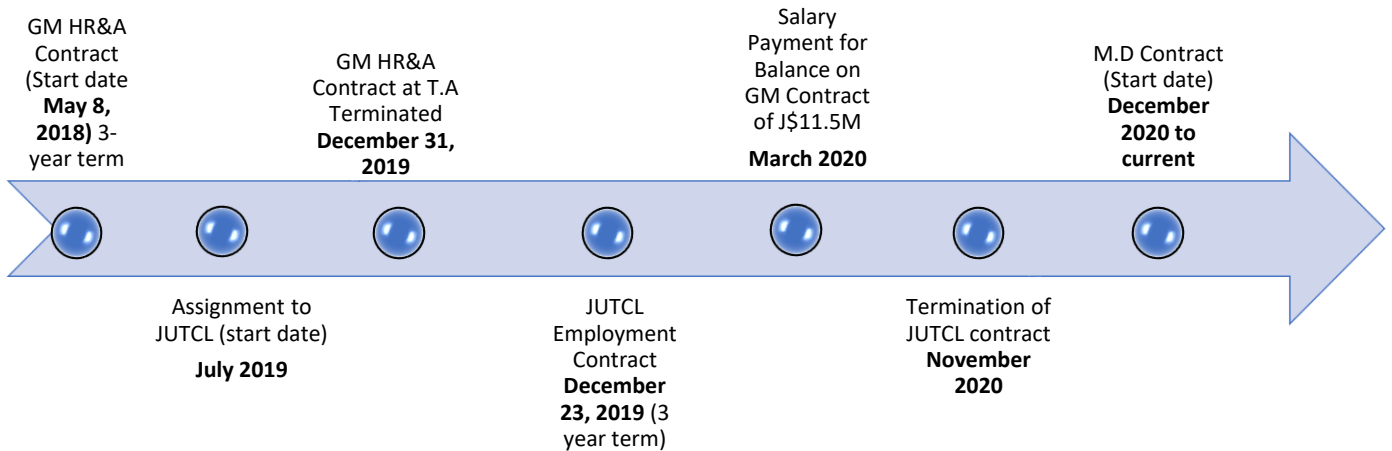
Management's Response

In April 2016, the then Managing Director's contract of employment was purportedly terminated, in reliance on the termination provision of the contract, by the payment of three months' salary in lieu of notice.

He referred the matter to the Industrial Disputes Tribunal, alleging unjustifiable dismissal. In this case, the Authority, acting on independent legal advice, was obliged to settle the then Managing Director's claim and pay him all sums to which he would have been entitled under his three-year contract (see letter to the Secretary of the IDT, dated July 13, 2018, under the signatures of the Attorneys for this Managing Director and the Authority). The outcome of this case suggests that contracts of employment can only be properly terminated by agreement or for cause.

This was the precedent relied upon in the case of the then General Manager of Human Resources and Administration (who, for the record, was not the then Acting Managing Director), as also the case of a previous Managing Director.

In any event, based on the Auditor General’s recommendation (that the sum of \$8,566,991.59 be recovered) the Authority has withheld gratuity payments due to immediate former MD amounting to \$4,268,731.28, acutely aware of the likelihood that the matter will be referred to the IDT.



Allegation #3: Staff hired contrary to Transport Authority’s HR policies and GOJ guidelines.

2.5 Regarding the allegation surrounding the hiring of personnel contrary to GOJ guidelines and the Authority’s HR&A Policies and Procedures. We identified a total of 40 positions on the Authority’s staff listing that were not approved by the MoFPS. Additionally, the audit team reviewed an internal audit report which identified three (3) senior management members of staff who were contractually employed without the approval from the Ministry of Finance and Public Service. This practice was in contravention of **Section No. 3.4.3(4) of T.A’s HR&A Policies and Procedures** which outlines the requirement/procedure regarding contract employment for senior members of staff.

Management’s Response

The Authority has sought approval from the Ministry of Finance & the Public Service for the operationalization of fifty-two unapproved posts. The Authority is now in the process of providing the requisite documentation to complete the approval process. The sum of \$34,279,705 expended represented salaries to employees who had been hired on a temporary basis. As it relates to contracts for senior managers, the Authority has taken corrective action. Consequently, all new contracts have since been reviewed by the Portfolio Ministry and approved by the Ministry of Finance.

Special allowance payments made totaling J\$26.4 million for unsubstantiated work

- 2.6 The Transport Authority's HR&A policy outlines the eligibility criteria for receiving "special allowance" and "project premiums". According to the Policy, a special allowance shall be paid where an employee is assigned additional duties along with those of his/her substantive position, and the percentage of the duties that is assumed by the employee should determine the amount of special allowance payable. Further, the additional duties, as well as the percentage of the function assumed should be determined in consultation with the head of department assigning these duties prior to its commencement.
- 2.7. We found that the current acting General Manager in charge of HR&A (CAGM-HR&A) received payments totalling J\$7.3M in the form of special allowance and project premiums. These additional duties and projects were purportedly carried out during the period December 2016 to March 2020. We saw no evidence of a pre-established compensation amount nor was there any documentation indicating an intent to treat these duties differently from "any other duties" as established in the staff member's work plan.
- 2.8 We also noted that the CAGM-HR&A previous request to be compensated were denied by the Managing Director and General Manager - Human Resource and Administration serving at the time between 2016 and 2020 (while still in the position of Communications Manager) on the premise that the duties were part of the Officer's responsibilities. We noted that the Managing Director who assumed the role in December 2020 approved the special allowance despite the absence of evidence that there was an agreement, in keeping the HR manual, about the nature of the additional duties and the rate of compensation. Additionally, the Management Information Technology and GM Legal Services also received similar payments amounting to \$5.3 million and \$14 million respectively between March and June 2021. These requests and payments were all made after the Managing Director took up office on December 1, 2020, even though there was no evidence of agreement between these officers and the then Managing Director that the tasks undertaken constitutes additional responsibilities in keeping with the HR Policy.

Management's Response

Provision for payments, such as these, is made in the Authority's Human Resources Policy. Further, by letters dated January 26, 2021 and March 9, 2021, the Ministry of Finance and the Public Service offered no objection to the payments being made.

Ministry of Finance and Planning response dated January 26, 2021 [Extract]

".....Please also be advised that based on the circumstances where it has been the practice of paying these monies based on the conditions detailed in your letter, this Ministry offers no objections to the payment of the allowances as detailed in your organization's Human Resource Policy to qualified Members of staff."

2.9 We saw no evidence that the conditions of the HR Policy were met, as there was no evidence that the percentage of the special allowance and the related functions to be carried out was determined in consultation with the head of department as detailed in section **9.4.2.1 - Special Allowance** of the policy.

UNSUBSTANTIATED ALLEGATIONS

Allegation #4: A former employee continued to receive a salary nine months after separation.

2.10 Regarding the allegation of payments being made by the Transport Authority to an individual nine months after separation from the entity, based on the evidence presented, the allegation was not substantiated. An assessment of the payroll, the RTGS payments as well as all cheque payments made by the Transport Authority for the period under review, revealed that the individual in question only received a final payment from the Authority of \$71,294.50 during the month of March 25, 2021, following his separation from the entity on February 18, 2021.

Allegations #5 and #6: An unapproved contractor was awarded a contract to repair a Toyota Coaster bus owned by the Transport Authority. An Area Supervisor at the Transport Authority is awarded contracts with the same Transport Authority.

2.11 Allegations regarding the improper awarding of contracts to an unapproved contractor, as well as a specific employee of the Authority (allegations #5 and #6) were not substantiated. The General ledger was examined to determine if payments were made by the Transport Authority for motor vehicle repairs to the individuals named in the allegations (Employee 1 and Employee 2). To identify the alleged payments, the audit team made other checks to determine if persons affiliated with the named individuals were directors of companies which received payments from the Transport Authority. Through checks, we determined that one of the individuals named in the allegation (Employee 2) was in fact an employee of the Transport Authority. The audit team also sought to determine if this individual (Employee 2) received any payments for the period under review. However, the audit team saw no evidence of payments made to the individual other than remunerations commensurate with his position. Further, no evidence of payment(s) was seen as having been made by the Transport Authority to the named individuals or any affiliated company (or affiliated individuals identified). The final step of the review was to determine if any of those individuals had companies registered in Jamaica, that were the recipient of payments from the Transport Authority. However, we did not find any instance where payments were made from the Transport Authority to possible companies owned by the affiliates of Employee 2. Nonetheless, in reviewing the procurement files for the various contracts between the Authority and suppliers of goods/services, we identified the following:

- I. No signed contract was seen for the procurement of services from *Contractor 1* at a contract value of \$1,725,000.
- II. A contract was seen on file for the procurement of goods from *Contractor 2* for a value of \$2,262,760, however, this contract was not signed by the Transport Authority.

Allegation #7: Regular retreats at hotels costing the entity millions over the past year.

- 2.12 Regarding the allegation surrounding regular retreats at hotels costing the entity millions over the past year (allegation #7), based on the information reviewed, we observed that the Transport Authority made payments totaling J\$11,340,639.63 to different hotels/resorts during the period April 2021 to July 2022. An assessment of the supporting source documents (payment vouchers and invoices) revealed that these payments were made for the purpose of hosting retreats, staff training exercises, staff entertainment and accommodation for different operational activities. The table below shows a breakdown of the purpose, frequency, and cost of each of the 32 hotel visits paid for by the Transport Authority over the period April 2021 to July 2022. Whereas we found evidence of this expenditure on hotel accommodation over the 15-month period, based on our assessment of the supporting documents, the expenditure appeared to be legitimate.

<i>Hotel/Resorts Expenditure for the period April 2021 to July 2022</i>		
PURPOSE	COST (\$)	FREQUENCY
Facilities Department Accommodation	201,120.01	2
Operational Staff Accommodation	1,371,580.94	15
Research Team Accommodation	222,340.01	5
Retreat Accommodation	4,378,808.03	5
Staff Entertainment	1,123,264.8	1
Training	4,043,525.84	4
TOTAL	11,340,639.63	32

Source: Transport Authority General Ledger, payment vouchers and invoice

Allegation #8 & #9: Route Inspectors collecting money for parking fees from public passenger vehicle operators along the roadways without enforcing termination in the Waterlane bus park. Members of the Authority selling hackney carriage licences which has been publicly declared closed since 2018.

- 2.13 Allegations of corruption were also made against Route Inspectors for collecting parking fees from public passenger vehicle operators who failed to terminate in the Water Lane bus park as well as other members of the Authority illegally selling hackney carriage licences which had been publicly declared closed since 2018. We did not pursue these allegations on the basis of limited resources capacity.

Part Three

CONCLUSION

3.1 The allegations surrounding the employment of the Managing Director commencing December 2020, as well as the hiring of individuals contrary to the Authority's HR&A Policy (allegations #1, #2 & #3) were substantiated, based on the information gathered during this audit. We did not receive evidence which supported the allegations pertaining to the improper awarding of contracts, or individuals being paid salaries months after separation (allegations #4, #5 and #6). However, the absence of specific contracts on file was the main discrepancy detected regarding procurement. Whereas we found evidence of retreats at hotels costing the GOJ millions (allegation#7), our assessment of the supporting documents (payment vouchers, invoices, etc.) suggested that these expenditures were in keeping with the GOJ guidelines and the FAA Act. The allegations of corruption against members of the Authority in an operational capacity should be investigated by an entity with the investigative authority to do so.

Appendix

Current Unapproved Posts at the Transport Authority		
POST	CLASSIFICATION	BASIC ANNUAL SALARY
Accounting Clerk	Level 5	\$ 957,378.00
Accounting Clerk	Level 5	\$ 957,378.00
Accounting Clerk	Level 3	\$ 957,378.00
Administrative Officer	Level 5	\$ 1,257,502.00
Clerk	Level 3	\$ 640,155.00
Clerk	Level 3	\$ 640,155.00
Court Liaison Officer	Level 6	\$ 1,105,279.00
Court Liaison Officer	Level 6	\$ 1,105,279.00
Customer Care Clerk	Level 3	\$ 957,378.00
Customer Care Clerk	Level 3	\$ 957,378.00
Customer Care Clerk	Level 3	\$ 957,378.00
Customer Care Clerk	Level 3	\$ 957,378.00
Customer Care Clerk	Level 3	\$ 957,378.00
Customer Care Clerk	Level 2	\$ 957,378.00
Customer Care Clerk	Level 3	\$ 957,378.00
Data Entry Clerk	Level 3	\$ 727,816.00
Data Entry Clerk	Level 3	\$ 727,816.00
Data Entry Clerk	Level 3	\$ 727,816.00
Data Entry Clerk	Level 3	\$ 727,816.00
Data Entry Clerk	Level 3	\$ 727,816.00
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Data Entry Clerk	Level 3	\$ 727,816.00
Data Entry Clerk	Level 3	\$ 727,816.00
Data Entry Clerk	Level 3	\$ 727,816.00
Data Entry Clerk	Level 3	\$ 727,816.00
Groundsman	Level 1	\$ 564,524.00
Groundsman	Level 1	\$ 564,524.00
Human Resource Officer	Level 7	\$ 1,257,502.00
Mechanic	Level 7	\$ 1,257,502.00
Motor Vehicle Certifying Officer	Level 6	\$ 1,105,279.00
Motor Vehicle Certifying Officer	Level 6	\$ 1,105,279.00

Office Attendant	Level 1	\$ 564,524.00
Office Attendant	Level 1	\$ 564,524.00
Property Maintenance Technician	Level 2	\$ 640,155.00
Secretary	Level 5	\$ 957,378.00
Secretary	Level 6	\$ 957,378.00
Secretary	Level 6	\$ 957,378.00
TOTAL	40	\$ 34,279,705.00

