

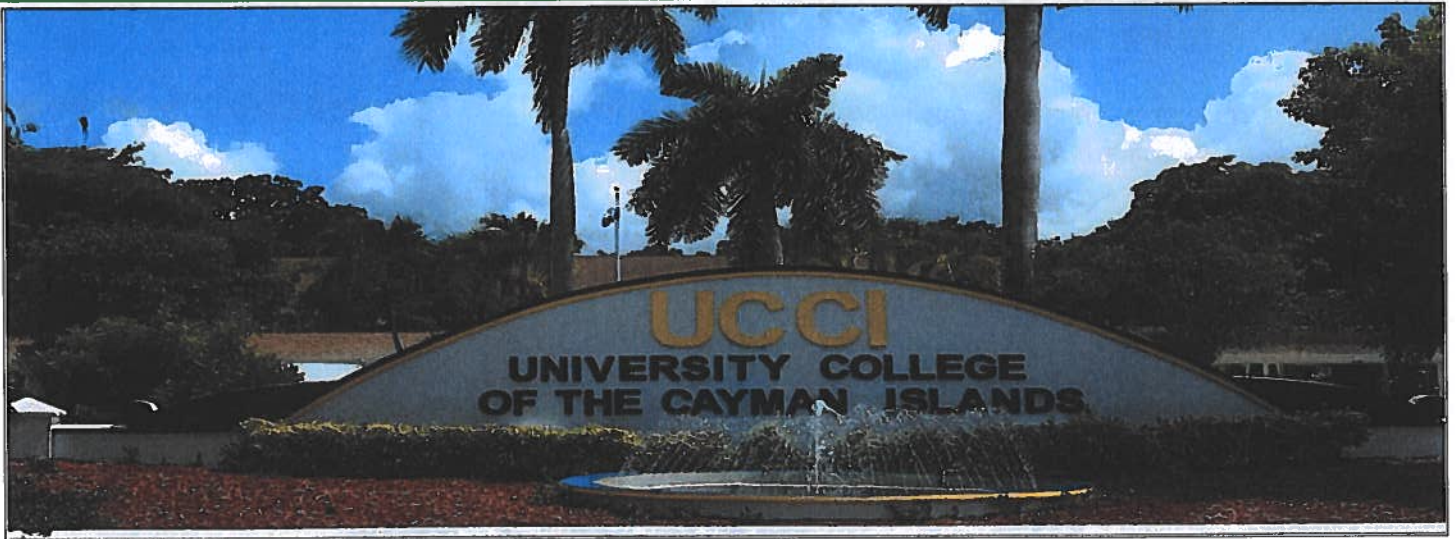
AUDIT REPORT

COMPREHENSIVE AUDIT

UNIVERSITY COLLEGE OF THE CAYMAN ISLANDS

Audit Reference: SAGC-22-01-AS

SEPTEMBER 2022



**INTERNAL
AUDIT SERVICE**

CAYMAN ISLANDS GOVERNMENT

This document was produced for THE CAYMAN ISLANDS GOVERNMENT. Unauthorized use or distribution is prohibited. No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or any information storage and retrieval system, without permission from the Internal Audit Service or the Deputy Governor.

1. Introduction & Objectives

- a. The Internal Audit Service (IAS) was engaged by the University College Of The Cayman Islands (UCCI) to conduct a comprehensive Internal audit comprising of six phases;
- Recruitment & Staff Development Practices;
 - Salary Grade Implementation;
 - Governance Review;
 - CRM Program Review;
 - Organizational Budget Review; and
 - IT Strategy Review.

These reviews were carried out in accordance with a Service Level Agreement (SLA) between the IAS and UCCI dated December 17, 2021.

- b. The engagement objectives agreed upon with the Chairman of the Board – UCCI were, by phase:

Recruitment & Staff Development Practices

- To assess the recruitment practices to provide assurance of conformity with the Public Authorities Act (PAA).
 - The assessment included but was not limited to the advertising for vacant positions and contract renewals.
- To assess any structural conflicts between the PAA and University College Act (UCA) related to the recruitment and retention of staff.
- To assess the use of staff development plans in conjunction with recruitment practices.
- To assess whether there are appropriate opportunities based on merit for advancement in academic positions.
- To assess the extent to which such development opportunities are embedded in the UCCI's Strategic Plan.

Salary Grade Implementation Review

- To assess the salary grades assigned to existing and new staff to evaluate consistency in the application and fairness; and
- To provide a comparative assessment of remuneration of staff prior to and after conversion to the new salary grades.

Governance Review

- To review the grievance and disciplinary process, policies and procedures. Review in detail any demotions or salary reductions. This will include the review of all existing staff and where relevant former staff.
- To assess the governance structure including the mandate and any changes to such of the Board of Directors, the Administrative and Academic Committee (ACC) and the Senior Management of UCCI. This will include but not be limited to assessing compliance with the University College Act (2012 Revision) (UCA).
- To review the administrative organizational structure of UCCI and assess such responsibilities as assigned in the current Job Descriptions in comparison to actual work performed.
- To review the current organizational structure of UCCI to identify the use of temporary vs permanent positions and identify, if possible, the circumstances regarding temporary appointments with focus attention on immigration status.
- To assess and identify where possible, underlying issues regarding staff morale, the level of employee engagement, and the rationale for staff departures. This shall include the use and evaluation of any exit data that is available.
- To assess the use of Duty Allowances as it pertains to the master's program pay rates and the historical use of stipends and any merits for their continued use.

Customer Relationship Management Program Review

- Determine variances from the original scope to implementation of the CRM program.
- Conduct a value for money assessment of the Slate system.

Organizational Budget Review

- Assess the organization structure as identified through budget submissions in comparison to actual expenditures.
- Assess the processes for implementing any identified variances.
- Conduct a specific cost-benefit analysis of the marketing and promotion department

IT Strategy Review

- To present an assessment of UCCI's current IT strategy including the IT governance structure replacement of existing systems to determine whether these practices are aligned with IT best practices and standards.

2. Audit Scope / Limitations on Work Undertaken

- a. The scope of the audit covered transactions and activities which occurred primarily throughout the period of 2020 to 2021.
- b. Three limitations were encountered during the course of the audit that impacted our ability to meet the agreed objectives;
 - Except for conducting a specific cost-benefit analysis of the marketing and promotion department. Due to a limited amount of information available a cost-benefit analysis of the marketing and promotion department was not possible. Thus, the focus changed to reviewing the strategy and analysis of the marketing and public relations activities.
 - Due to the departure of HR staff and other key personal prior to and during the conduct of the audit, a complete value-added assessment of the current work load distribution compared to existing job descriptions was not possible. This was further hampered due to a number of existing staff taking on extra duties to cover off function of vacated positions.
 - Due to lack of historical documentation, it was not possible to provide assurance with respect to the intended vs actual use of the Slate system.

3. Audit Methodology

- a. Although the audit steps varied with each phase of the audit to ensure the objectives were met, standard audit techniques were used throughout. The following is a list of the methods used to complete the comprehensive audit:
 - Discussion with relevant personnel and key stakeholders;
 - review and mapping of pertinent processes;
 - Review of documentation, plans, contracts, policies, procedures, Board minutes and other pertinent files related to the subject matter being reviewed;
 - Review of employee files were necessary;
 - Review of the relevant Acts such as the UCA, PAA, Labour Act, and Public Service Management Act;
 - Identification of and assessment of the use of best business;
 - Conducted surveys, and interviews with administrative staff, and faculty.

4. Audit Conclusion

- a. Based on the work undertaken and evidence reviewed, the following are the conclusions against each of the objectives per audit phase:

Recruitment & Staff Development Practices

"UCCI's recruitment process is lacking in structure, transparency, and proof of documentation to support their decisions. This issue was identified starting from advertising to onboarding."

"UCCI's Strategic Plans 2019-2023 strategic goal 1.33 states *"Engage in the continuous development of UCCI's faculty and staff in its effort to ensure academic excellence balancing the goals of teaching and scholarship"* IAS did not find any evidence that such a program had been implemented for faculty and staff.

"From staff and faculty interviews, performance and development plans are done for formality as they are told by management that there is no funding for the development identified in their development plan. Staff noted that there was no discussion during the assessment process the document is rated and they are asked just to sign the document."

"For the 2020/21 period reviewed IAS did not find any evidence of a merit-based program for academic advancement."

"UCCI's Ranking and Promotion process temporarily ceased in 2019 to facilitate the implementation of PAA s.47 and 2020 COLA and was not reinstated."

Salary Grade Implementation

"Salary grades assigned to new and existing staff are applied in a consistent manner however, point allocation was not applied in a fair manner."

"Anomalies were found in the retroactive salary calculations regarding the implementation of PAA s. 47 and 2020 COLA."

Governance Review

"Uncertainty exists regarding the appropriate HR Policy to be used at UCCI. Grievance cases were not always dealt with fairly and respectfully."

"The Governance Structure at UCCI is well established and is working in accordance with the University College Act, although some areas for improvement exist."

"Due to a high turnover of staff, an assessment with respect to normal work load as compared to current job descriptions would not be reliable."

"A compliment of 41 faculty members with an additional 41 adjunct professors are supported by 33 full time and 6 part time administrative staff."

"Based on anonymous surveys and confidential staff interviews, an unhealthy work environment exists at UCCI. A perception exists amongst staff of an 'US vs them', mentality with "US" being Executive Leadership Team, them being faculty and staff."

"UCCI merit-based programs included duty and stipends allowances with the PAA salary implementation exercise these allowances ceased."

CRM Program Review

"Due to the lack of historical information IAS is unable to provide assurance that the current Slate system has been designed and operated as originally intended."

"The Slate system provides UCCI with a Client Relations Management program with respect to economy and efficiency."

Organizational Budget Review

"The current financial framework is insufficient to track budgets and expenditures based on the departmental organizational structure."

"There are opportunities for improvement to the current governance process to strengthen the oversight of both in year and cross year budget allocations."

"There are opportunities for improvement to ensure that marketing campaigns yield the desired results and the public relations activities help maintain the positive public image of the UCCI."

IT Strategy Review

“There is no formal adoption of an IT governance framework or IT strategic Plan in keeping with best practices at UCCI.”

- b. Our above conclusions and subsequent recommendation are made to help inform the Board of Governors (BOG) in developing an overall action plan. We have made 20 recommendations designed with this in mind.

5. Background & Structure of our Findings

- a. UCCI falls under the Ministry of Education and is covered by the Public Authorities Act (2020 Revision) (PAA). The government, management, and control of the college, as stipulated in Section 3 (2) of the UCA (2012 Revision) is vested in the BOG. The supervision and direction of the UCCI are undertaken by the President.
- b. The individual findings for each phase of the comprehensive audit will be presented below under a separate heading. All recommendations will be contained in a common section at the end of this report.

6. Recruitment & Staff Development Practices

- a. [REDACTED] when the review began and [REDACTED] before it ended.
- b. [REDACTED], who was filling in for the [REDACTED] during our review.
- c. The UCA provides the general direction of the Board concerning the functioning of the college. Section 15 (a) states “the appointment, termination of appointment, promotion or discipline of members of the staff; and the admission, evaluation, discipline, academic promotion, certification or award of particular students.” Note this excludes the president as stated in 16 (1).
- d. Section 41 (1) of the PAA (2020 Revision) requires an open and fair process in personnel management decisions. Which states, A public authority shall make all personnel management decisions without patronage, favouritism, or consideration of political factors and, pursuant thereto a public authority shall ensure that open and fair processes apply to all — (a) appointments, (b) promotions, (c) remunerations, (d) discipline, (e) dismissal and (f) any other personnel management decisions.

- e. UCCI Strategic Plan 2019-2024 is a tool used by management to set the direction and decisions making to attain UCCI's goals. Elements of the plan that directly relate to faculty and staff are the Core Values, Objectives & Strategies, the plan states that;
- UCCI believes in inspiring and enriching the lives of its faculty, staff, and students;
 - UCCI believes in open, accountable decision-making, communication and teamwork, and the constant pursuit of good governance.
 - UCCI believes in the provision of an environment that fosters diversity and inclusivity.
 - Engage in the continuous development of UCCI's faculty and staff in its effort to ensure academic excellence by balancing the goals of teaching and scholarship.
 - Collaborate with other tertiary institutions to facilitate the exchange of students and faculty and promotion of scholarly activities.
 - Create a culture that encourages inclusiveness, diversity, equality, and participation among members of the UCCI Community especially its faculty, staff, students, and alumni.

6.1 Recruitment practices

- a. To review the recruitment process IAS selected twenty positions between January 2020 and December 2021 verifying whether the process was consistent and if the required documentation was available.

The table below is a sample of five of the twenty which were consistent with the majority of the findings. Evidence is supported by the response from the HR team and documents found in electronic folders.

Position	Comparable approach PAA 41 (1)	Shortlist PAA 42(5)	Panel Report PAA 42 (6)	declaration of 'No conflict of interest' PAA 42 (6b)	Comments
Lecturer - CM&EE	⊗	⊗	⊗	⊗	JD states PhD, the selected applicant has a Masters
Snr Lecturer - TVET	⊗	⊗	Score sheet only	⊗	The preferred candidate declined and the reserved candidate was selected
Academic Advisor	⊗	Yes	Score sheet only	⊗	Caymanian appointed
Events Executive	⊗	⊗	⊗	⊗	
WBL Coordinator	⊗	⊗	⊗	⊗	It appears the applicant applied for another position and was not successful and was offered this post without open competition.

Lack of open and fair recruitment process

Automatic promotion

- b. The position of Vice President of Business and Finance (VPBF) was advertised and recruitment took place in October 2020. There were 5 applicants shortlisted and interviewed. Three persons who received the highest scores were selected to do a second round of interviews for a more in-depth interview and presentation. Being one internal and two external applicants.

The internal applicant had the highest scores in round one, however, placed second in round two, and therefore was not offered the job, however, he was offered the position of [REDACTED] having worked [REDACTED] in his substantive post.

Within less than [REDACTED] of employment with UCCI this employee was appointed to [REDACTED] different positions with a 31% salary increase. He was at grade [REDACTED] point [REDACTED] for the [REDACTED] [REDACTED] to the now acting [REDACTED] at grade [REDACTED] point [REDACTED].

- [REDACTED] – contract dates [REDACTED] to [REDACTED]
- [REDACTED] – [REDACTED] to [REDACTED]
- [REDACTED] – contract dates [REDACTED] to [REDACTED]
- [REDACTED] to [REDACTED]

Unwarranted justification for increment

- c. The [REDACTED] was hired in May 2021 on grade O point 1 and in April 2022 the [REDACTED] did a performance review and increased the salary to O point 11, with his justification being that:
"I believe O point 11 would be sufficient to keep him here and happy for a couple of years which is just what we need. Can we please approve and action?"

Inconsistent recruitment practices

- d. Six Department Chair positions were renamed and converted to four Dean positions.

In November 2020 four faculty members were appointed as Interim Deans until the recruitment process was completed, three of the four persons applied for the permanent positions.

One interim Dean withdrew her interest as a result of an impromptu performance assessment meeting where the [REDACTED] evaluated [REDACTED] poorly without discussion or feedback. When [REDACTED] asked questions and requested evidence for the rating, [REDACTED] was told by the [REDACTED] that it was [REDACTED] opinion and [REDACTED] was to sign the document. Instead of signing the document, the interim Dean wrote "will not sign" in the signature section. The interim Dean said [REDACTED] was also told during the performance assessment meeting that the position of Dean position requires a PhD and suggested that [REDACTED] take steps to obtain one from Madison University to which the interim Dean felt insulting.

e. Below is a summary of the recruitment process for these positions.

1. Dean of [REDACTED]	2. Dean of [REDACTED]	3. Dean [REDACTED]	4. Dean of [REDACTED]
An internal applicant appointed was not an Interim Dean	An internal applicant was interviewed but was not a successful candidate however [REDACTED] challenged it with the WORC as the successful candidate was an overseas non-Caymanian applicant.	An internal Caymanian applicant was appointed but for personal reasons stepped down and a non-Caymanian applicant was appointed.	A non-Caymanian overseas applicant was appointed over an internal applicant with permanent resident (PR) with more academic experience and [REDACTED] years of service at UCCI

f. Dean [REDACTED]

1. An external applicant was the preferred candidate and the internal applicant was offered a previously non-existing post of [REDACTED] which [REDACTED] declined but was later offered the post of Dean of Business and Finance.

g. Dean [REDACTED]

2. An external applicant was the preferred candidate and the internal applicant was offered a previously non-existing post of [REDACTED] which [REDACTED] also declined.

The internal applicant worked as a faculty member at UCCI for [REDACTED] years, [REDACTED] was a 'Chair of Department' prior to being offered the Interim Dean of [REDACTED]. During [REDACTED] tenure as Interim Dean, [REDACTED] received public recognition for making an outstanding contribution and was referred to as "[REDACTED]"

In November 2021 [REDACTED] received a stellar review from the [REDACTED]. After completing the performance review the interim Dean asked the [REDACTED] about the status of the permanent position of Dean of [REDACTED]. The [REDACTED] informed [REDACTED] that [REDACTED] was not the successful applicant because [REDACTED] did not hold a PhD.

A PhD was not a requirement when the job was advertised. The Interim Dean noted that the position is managerial in nature and certainly does not require a PhD, [REDACTED] noted having been in the post for [REDACTED] and successfully doing the job at an exceptional level is proof of that. The only reason management would have changed the job description from

requiring to requiring a PhD was to eliminate the internal applicants that didn't have the PhD.

Before the interview, the interim Dean wrote the [REDACTED] to express that there was a conflict of interest with a panel member, the [REDACTED] responded to [REDACTED] email to say.

"I would suggest that you do not mention [REDACTED] as part of your presentation. If the plan will benefit UCCI, then that collaboration would most certainly come to light upon execution. If Dr XX (the panel member) can't separate the good of UCCI from [REDACTED] personal feelings and allows that to shade [REDACTED] assessment, it would become clear in the assessment scoring. I will compare today's scores to the previous candidates' scoring and if I can discern any irregularities, I will recommend to HR that we eliminate DR XX scoring from that of the rest of the panel."

This response from the [REDACTED] in itself acknowledges that [REDACTED] knows that it is a conflict of interest and further jeopardizes the interim Dean changes by eliminating the score from [REDACTED] interview.

[REDACTED] wrote a formal letter of complaint to the WORC department.

h. Dean [REDACTED]

3. An internal Caymanian applicant was appointed to the Dean of [REDACTED] but for personal reasons stepped down and a non-Caymanian internal applicant was appointed.

i. Dean of [REDACTED]

4. An internal PR applicant with [REDACTED] years at UCCI applied for the position of Dean [REDACTED] but the position was given to an overseas applicant with less years of experience.

j. Below is the documented process based on the applicant's discussion with IAS and the recruitment documents provided by [REDACTED], which identified numerous inconsistencies with PAA and internal policies.

The recruitment process for the position of Dean of SSAHE started on November 5th, 2021 with the first round of seven applicants. The panel member for these interviews was the [REDACTED], [REDACTED], and [REDACTED] (Adjunct).

From this process, three persons were invited to the second round of interview the panel members for the second round of interviews was a [REDACTED] member, the [REDACTED] who has an associate degree, and the then interim [REDACTED] manager.

PAA Sections 42 (1)(a) and (6) of the PAA (2020 Revision) state "(1) A public authority shall operate an open and fair appointment process for all staff; and (6) "When establishing an interview panel, a chief executive officer shall ensure that the panel consists of no less than three persons who — (a)

have an understanding of the duties, skills, and attributes of the position; (b) have no conflict of interest, and (c) are able to act in an independent and unbiased manner in relation to the appointment concerned.”

The position of Dean is a role with Administrative duties and responsibilities for a faculty division. In keeping in line with an open and fair appointment when recruiting for a Dean position the panel should have a member from the faculty as well as the administration.

For general HR requirements and the facilitation of the process i.e. ensuring the interview process is accurately documented, each panel member should agree with the summary of the outcome and sign the document.

- k. Issues with the structure of the Panel Members – recruitment for the Dean position:
- Panel members must have an understanding of the duties, skills, and attributes of the position. (PAA section 42 (1) (a))
An applicant noted during the audit discussions that the [REDACTED] who was on the selection panel said that [REDACTED] would not be able to answer any questions from the applicants as [REDACTED] wasn't quite sure why [REDACTED] was selected to be on the panel.
 - Panel members should have no conflict of interest (PAA section 42 (1) (b))
There was no declaration of 'no conflict of interest' for this recruitment process. It is the opinion of the internal applicant that the [REDACTED] has a conflict and should not have been on the panel. This statement is based on a situation which resulted in disagreement between the applicant and the [REDACTED]. The internal applicant at the time was the [REDACTED].

From a review of the DSL recruitment audit conducted in 2019, it was noted that the post of DSL requires a minimum qualification of a Master's degree with 5yrs experience. The appointed candidate was at the dissertation stage of [REDACTED] master's degree at UCCI.

During our discussion with the internal applicant for the dean position, the applicant noted that due to a past incident there existed a potential conflict between [REDACTED] and [REDACTED]. The incident occurred when the applicant was [REDACTED] and [REDACTED] recommended that UCCI suspend the [REDACTED] held by the [REDACTED] due to the [REDACTED] not able to complete [REDACTED] dissertation. Upon further questioning IAS was informed that the decision to suspend the [REDACTED] was based on the [REDACTED] learning that [REDACTED] had completed only an associate degree thus the gap was too big even with a mentor for [REDACTED] to undertake the project on [REDACTED] own.
 - Panel members are able to act in an independent and unbiased manner (PAA section 42 (1) (c))
The third-panel member for the Dean position was hired in [REDACTED] as an [REDACTED] [REDACTED] was offered the interim [REDACTED] position in May 2021 for 12 months or until the post has been filled. In December 2021 [REDACTED] was offered the permanent position. In March 2022 the [REDACTED] email this panel

member and instructed [REDACTED] to "provide information on your scoring sheet that explains why Dr X (internal applicant) wasn't the successful candidate. In other words, please briefly summarize Dr Y's (the overseas applicant) strengths and Dr X's weaknesses to validate the figures that the committee provided."

In the email communication, the panel member followed the instruction and said, "Dr Y surpassed Dr X in experience and knowledge." However, upon reviewing both resumes Applicant X has [REDACTED] years of experience and completed [REDACTED] PhD in [REDACTED], whereas there was an inconsistency with respect to work experience noted in applicant Ys' resume. Applicant Ys' resume included limited dates for work experience showing only [REDACTED] years however at the top of [REDACTED] resume, [REDACTED] states [REDACTED] years of middle management experience.

There are some inconsistencies in the information provided between the resumes and the panel members' comments.

It should be noted that the [REDACTED] requested information in March 2022 regarding the interview documentation however [REDACTED] had already made an offer of employment for a three-year contract to the overseas applicant at a salary grade G point 4, with 25 days of vacation. There was no justification noted as to why [REDACTED] was paid at point 4 as [REDACTED] had not met all of the requirements in the job description.

Inconsistencies with the advertising practices

Limited advertising scope

- i. The acting president posted a message from what appears to be her personal LinkedIn account "I'm #hiring. Know anyone who might be interested? The job title is "Director of Accreditation and Institutional Reporting." There was no evidence that the advert was formally advertised internally or in a local publication or on WORC's portal as is required by law.



- m. The preferred candidate selected ahead of the advertisement closing date
The former position of [REDACTED] was made redundant and the duties were included in a new position of VPBF, however, in June 2022, UCCI advertised for a CFO and the VPBF post was not re-evaluated despite these significant changes.

The CFO post was advertised in Caymanian Compass and the UCCI Website on May 20th with the closing date of June 3rd, 2022. On May 30th, 2022 the [REDACTED] posted an online ad on the 'Inside Higher Ed' website with the closing date of June 17th, 2022, and it was tagged to their LinkedIn site. Some applicants applied after June 3rd but before June 17th but their applications were not accepted despite the deadline being extended to facilitate the online posting. IAS could not find any evidence of the ad being posted internally at UCCI, on the CIG internal HUB, or the GOV.KY website.

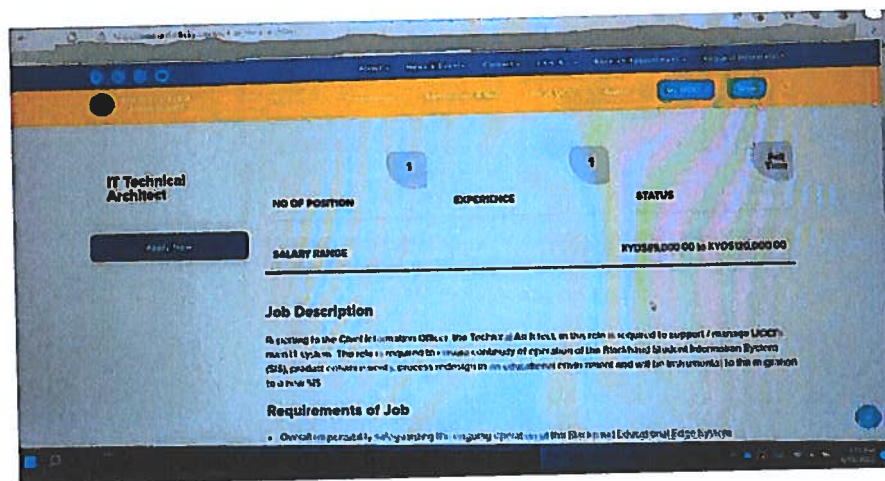
After a discussion with the [REDACTED], [REDACTED] noted that it was [REDACTED] error as she posted the advertisement on the Inside Higher Ed website, and as an added service this was linked to LinkedIn. [REDACTED] also indicated that [REDACTED] had forgotten about this posted advertisement thus management proceeded and completed the recruitment process in absence of any application submitted through this website.

This error disadvantaged a significant number of qualified local and overseas persons who applied for the post and did not get the opportunity to be considered for the position.

- n. The position of IT Technical Architect was posted on UCCI Website and in the Cayman Times on May 20th, 2022 with no closing date, and on the WORC portal from May 18th to June 8th, 2022. The WORC posting is a work permit requirement to match unemployed Caymanians with WORC's database.

A Caymanian who met the requirements as stated in the job description was informed of the job posting on the UCCI website. By the time they had returned home to apply online the job posting was no longer open.

Below is a screenshot of the advert on the UCCI website at 5:13 PM on the 15th of June 2022 confirming that it was still open on the website. Later the evening of June 15th, 2022 the advert was no longer available.



IAS found an email chain from nine months earlier (August 12th, 2021) between the [redacted] and the [redacted]. In the correspondence, the applicant provided his personal email address and the [redacted] responded to say he had written him a private email. His response said "attached is a copy of my resume. I'm still looking at the tax situation. Thank you for what you provided." The [redacted] then corresponded to the [redacted] on August 27th, 2021 stating, "Hi "XX" (the applicant) had gone a bit cold on responding to emails, but he says he is crazy busy at work. Got his CV today, attached. Quick summary below. I will respond over the weekend inviting him to the chat. CV summary [redacted] at [redacted], [redacted] at [redacted]."

When communicating with the [redacted] he noted that this was a specialized post and only one person applied and he was qualified. An offer of employment was given on June 17th, 2022.

The offer made was on the top-end of grade G with a salary but not on a specific salary point. It should also be noted that IAS could not find proof that the IT Technical Architect job description was evaluated.

From IAS observation, it appears that this was not an open and fair recruitment process and the advertisement was done only to ensure the work permit requirement was completed. On [redacted] [redacted] the applicant submitted a completed work permit form and relocated [redacted] to the Cayman Islands, and started work on [redacted].

6.2 Structural conflicts between the PAA and UCA related to the recruitment and retention of staff.

Conflicts between PAA and UCA

Conflicts between PAA and UCA			
Section	University College Act	Section	Public Authorities Act
Power of the Board in appointments:		Power of the CEO/President in appointments:	
13 (1) the Board shall have power and	(c) subject to section 16(1), to appoint such academic, administrative, and other staff as appears to the Board to be necessary, on such terms and conditions (including salary, allowances, and other remuneration, promotion, and discipline) as the Board may determine; (i) to make rules for the remuneration of staff and other members of the College;	41 (1) Open and fair processes in personnel management decisions	A public authority shall make all personnel management decisions without patronage, favouritism, or consideration of political factors, and, pursuant thereto a public authority shall ensure that open and fair processes apply to all- (a) appointments; (b) promotions; (c) remunerations; (d) discipline;

<p>19 (2) The Administrative and Academic Committee shall have -</p>	<p>and (2) (b) responsibility for considering, approving or submitting for approval by the Board, as required, recommendations on all matters pertaining to the functioning of the College, including (b) appointment, promotion and discipline of staff;</p>		<p>(e) dismissal; and (f) any other personnel management decisions.</p>
<p>Minister authority to give general direction:</p>		<p>CEO/President responsibility:</p>	
<p>15 (1) General directions</p>	<p>The Minister, after consultation with the Board, may give general directions as to the policy to be followed by the Board concerning the functioning of the College: General directions Provided that such directions shall not apply to - (a) subject to section 16(1), the appointment, termination of appointment, promotion or discipline of members of the staff</p>	<p>42 (1) Recruitment and appointment of staff of a public authority</p>	<p>A public authority — (a) shall operate an open and fair appointment process for all staff; (b) shall notify a vacant position in such manner as enables suitably qualified persons to apply for the position; and (c) may, if necessary, publicly advertise in local or international media or both, a vacant position in such manner as would enable suitably qualified persons to apply for the vacant position.</p>
<p>Minister approves appointment:</p>		<p>Minister is consulted prior to the appointment:</p>	
<p>16. (1) President Appointment</p>	<p>(1) There shall be a President of the College who shall be appointed by the Board with the prior approval of the Minister.</p>	<p>27 (1), (3) CEO Appointment</p>	<p>(1)A board shall appoint the applicant who, in its opinion, has the best skills, knowledge, and integrity to carry out the duties of a chief executive officer required in a highly competent manner and the appointment shall be made solely on the basis of the best mix of qualifications, skills, knowledge, and experience for the position. (3) Before making an appointment, a board shall consult with the Minister or Official Member responsible for the public authority.</p>

No involvement of the Board for supervision:		Board's involvement in the management:	
16 (2) The President shall be head of the College and shall-	(b) supervise and direct the academic, administrative, and other staff of the College;	31 (1) Responsibilities of chief executive officer	A chief executive officer shall be accountable to a board in the management of a public authority.
Minister's involvement in disciplinary action:		Board's involvement in disciplinary action:	
16 (3)	Disciplinary action may not be taken against the President by the Board except with the prior approval of the Minister.	30 (1) A board may discipline or dismiss a chief executive officer but may do so only on the basis of —	(a) the chief executive officer being found to have committed serious or gross misconduct; or (b) the inadequate performance of the chief executive officer over a reasonable period of time provided that the board has given the chief executive officer adequate opportunity to improve that person's performance to the required level.
AAC involvement in college functions:		No AAC involvement in the college functions:	
19 (2) The Admin. and Academic Committee (AAC) shall have responsibility for -	(2) (a) considering, approving, or submitting for approval by the Board, as required, recommendations on all matters pertaining to the functioning of the College, including - (a) curriculum policy, development, and implementation	41 (2)	All public authorities shall prepare and act pursuant to a human resource policy and procedural manual, and such manual shall be in compliance with this Law and approved by the board.

6.3 Staff development plans in conjunction with recruitment practices

- a. In UCCI's 2019-2024 Strategic Plan (see 5.6), one of its goals is that emphasis would be placed on staff development.

An Associate Professor with ■ years of service to the university and a ■ of the Cayman Islands was denied the opportunity to Act in a senior role because ■ was advised by the ■ that if ■ applied for the job it would give ■ an unfair advantage over the two overseas candidates. What should have been a benefit for an internal applicant was seen as a disadvantage by the ■. This decision is contradictory to UCCI's promotion policy.

- b. There were changes in the organizational chart and job descriptions to coincide with the implementation of the PAA section 47. Some of these changes impacted staff development and the

recruitment processes that took place did not follow PAA section 42. Below are some examples that we encountered during our review.

c. Prior to 2019, the Information Technology (IT) department had two staff, which increase to six staff that year. The acting [redacted] who was hired in [redacted] resigned in [redacted] as [redacted] was demoted after the PAA 47 pay implementation. The duties for his role were added to the Director of CRM job description and renamed to CIO.

d. The [redacted] was hired in May 2021 on grade O point 1 and in April 2022 the [redacted] did a performance review and increase the salary to O point 11, [redacted] justification as that

"I believe O point 11 would be sufficient to keep him here and happy for a couple of years which is just what we need. Can we please approve and action?"

The action taken for an employee that hadn't completed one year of employment in comparison to an employee in the same unit that has worked at UCCI for [redacted] years is explained below.

e. [redacted] the Senior Applications Specialist (SAS) job description (JD) was sent to PoCS for evaluation #UCCI77 when the process was completed, and the JD was returned to UCCI after which there were substantive changes made to the JD with no proof of a re-evaluation. However, the salary remained the same, and the employee was asked to sign [redacted].

- Below is a summary of the differences between the two JDs.

UCCI77 – JD from PoCS JEM System	JD the employee was asked to sign
Criteria for appointment	Criteria for appointment
Minimum associate degree in Computer	Minimum bachelor's degree in Computer ITIL Foundation Certification Proven experience training users
Knowledge, Skills, and Abilities	Knowledge, Skills, and Abilities
Ability to work effectively as part of a team	Ability to work independently and be able to work with departmental, technical, and other staff involved. Excellent ability to log or tract service requests, work orders, etc. via helpdesk ticketing tool. Participate in additional training initiatives relevant to the position; develop via self-development and training; apply new learning quickly; share skills/develop others.
Accountabilities	Accountabilities

<p><u>Institutional Commitment</u></p>	<p><u>Institutional Commitment</u></p>
<p><u>Accountabilities Specific to the Role</u></p>	<p><u>Accountabilities Specific to the Role</u></p>
<p>Support and troubleshoot user issues and outages. Other functions deemed necessary by the IT Services Manager.</p>	<p>Identifies and communicates opportunities for process and quality improvements, providing feedback on usage, defects and suggested enhancements. Meet with HR each semester for instructor's user account permissions as per university policies.</p>
<p>Maintain availability via phone and email to assist users as needed.</p>	<p>User management</p>
<p>Other Accountabilities</p>	<p>Creates user logins as needed and assigns user permissions for both instructors and students. Manages course enrollment including progress tracking. Modify User enrollment including progress tracking. Perform regular housekeeping on User data by adding/removing user accounts as needed.</p>
	<p>Course Management</p>
	<p>Create course shells each semester and assigns instructors by collaborating with the Registrar. Manages tracking of course revisions and history Assist Instructors to build online assessments, evaluations, and Grading systems in LMS for courses. Assist students in enrollment of courses as per each semester Manages relationships with third-party vendors Pearson, Cengage, Curriculum Builder, and other resource Publishers and facilitates the successful linkage of Blackboard LMS courses Close monitoring of sub-domain modules within LMS such as Plagiarism tool, Grading System, Course copy and announcements, etc. Provide support for the delivery of the learning management system in an environment that is available 24/7 with a low tolerance for downtime.</p>
	<p>Student Information System (SIS)</p>
	<p>Administering Support / User Management</p>
	<p>Creates instructor logins as needed and assigns user permissions for accessing course grading system Train instructors on setting up the grading scale for each semester to display accurate grades for students.</p>
	<p>Other Duties specific to SIS</p>
	<p>Assist students during registration process to register in courses as needed Attend meetings when needed with Department leads</p>
	<p>Scheduling Software Administering and Support</p>
	<p>Collaborate with Registrar and work with the scheduling, curriculum, and catalogue management software. Attend training sessions when needed</p>

	<p>Work with Registrar in data mapping via Blackbaud SIS to import within Course Dog. Provide technical assistance as needed</p> <p style="text-align: center;">Office 365 Administrator</p> <p>Responsible for user accounts management for both students and instructors within Office 365 and local active directory Manage Distribution groups on both Active Directory and Office 365 Provide support of Microsoft OneDrive and Teams applications for students and instructors. Apply licenses for user accounts on Office 365 Manage shared mailboxes and room mailboxes Perform regular housekeeping of user accounts by enabling and disabling as per University policies. Provide assistance of all Microsoft Office applications such as Word, PowerPoint, Excel, OneDrive etc.</p> <p style="text-align: center;">Testing Center (External) Administrator/Proctor</p> <p>Comply with all testing procedures and strictly adhere to Pearson Vue policies using careful judgment. Understand each client’s policies and procedures while administering and proctoring exams. Act as the first point of contact for any client and candidate-related queries. Check-in testing candidates, verify identification and explain the exam process. Communicates with internal technical support to investigate and fix technical issues.</p> <p style="text-align: center;">Training on IT Applications</p> <p>Provide training on LMS and SIS applications each semester to both instructors and students Collaborates with the Department heads and Academic Vice President on special training needs of various IT applications during Professional Days at the beginning of each academic year. Provide training assistance with Office 365 applications as and when needed Create and manage knowledge base articles for different applications and circulate the training documents based on KPIs.</p> <p style="text-align: center;">Other Accountabilities</p>
<p>Decision Making Authority</p>	<p>Decision Making Authority</p>
<p>This position has no decision-making authority.</p>	<p>This position has autonomous responsibility to make decisions on the latest upgrades of the applications and the testing centre operations which might affect the business continuity Training of Instructors and Students’ development</p>

In addition, to the changes to the JD, there was an addendum of other duties that were added to the revised SAS role.

- Daily monitoring of the Web Helpdesk ticketing system.
- Reassigning tickets where required.
- Ensure that information is accurately recorded as per industry standards.
- Collaborate with various teams responsible for ticket resolution.
- Ensuring all SLAs are met, prioritizing tickets, and escalating to management as and when required.
- Monitor ticketing database and ensure that data is accurate, making changes as required.
- Ensure incidents are assigned to the correct resolver team.
- Focus on Incident Handling, Problem/Change Management, and Service Request.
- Update end-user with the final resolution as and when needed.

6.4 Appropriate opportunities based on merit for advancement in academic positions.

Merit pay refers to performance-related pay which provides bonuses or base pay increases for employees who hit the target or perform their jobs effectively, according to measurable criteria over a predetermined period of time. For the period reviewed from 2020 to 2021, there was no merit-based program.

For the 2020/21 period reviewed IAS did not find any evidence of a merit-based program for academic advancement.

Potential Benefits of a Merit Pay System

- a. Implementing a merit-based pay system takes more time and effort than straight, across-the-board pay or seniority-based raises. Logically, universities should only implement such a system if the perceived benefits outweigh its costs. Advantages may include a better understanding of performance criteria, mission alignment, reduced salary compression, higher faculty retention, and more personal accountability.

Potential Challenges of Merit Pay

- b. For all the potential benefits of merit pay, the literature highlights several negative aspects that are associated with the practice. Some of them are associated with poor implementation, others are a function of the trade-offs made in the design of the compensation structure, while still others are inherent in the process itself. The negative repercussions can include reduced collegiality, increased politicking, and other dysfunctional behaviours, assessment issues, institutionalized biases, and the cost of implementation.
- c. The subjective nature of most performance-based systems also can lead to negative behaviours, such as politicking (*Adnett, 2003, Christensen, Manley & Laurence, 2011*). If the criteria for financial compensation are not properly structured, faculty may feel that their time is better spent scheming, deal-making, exaggerating minor accomplishments, hiding errors, and posturing rather than engaging in substantive efforts. And, as a consequence of this politicking, an administration may find it easier to

award merit pay rather than face the possible backlash from disgruntled faculty (*Barron, 2004; Christensen, Manley & Laurence, 2011*) that may result from having peer involvement.

- d. More and more institutions of higher education are adopting merit pay plans. When well-implemented, they can reward exemplary faculty for their efforts, and they can provide extrinsic motivation for some colleagues to excel throughout their careers. However, this review of the literature highlights the need for careful discussion and planning in implementing a merit pay system. The system should not be static but should grow and evolve as the profession, the environment, and the needs of the faculty change. Given the subjective nature of many of the system components, a fair and balanced appeal process is critical. Finally, the entire plan should be implemented with as much transparency as possible to minimize the potential for politicking and favouritism. (Deyup, 2016)
- e. From staff discussion, IAS learned that on the staff and faculty performance agreement each member had to include a development objective. A self-evaluation is done before having a meeting with the Dean.
- f. We were also told that when faculty asked for financial support for scholarly work, they were told that there was no funding. Faculty were told by ██████████ that the UCCI's total budget for training and development for all staff and faculty was CI\$5000.00.
- g. Conferences – in the past UCCI supported faculty to attend conferences where they would meet other colleagues in the field and learn about the latest trends and advancements in the academic field. Under the current administration, they were informed that UCCI would continue to cover the cost of the conference fee however all other costs such as travel, accommodation, and food would be the responsibility of the attending member, thus limiting the number of participants.

6.5 UCCI 2019-2024 Strategic Plan – Development Opportunities

- h. Student-Centered Education (Strategic goal Priority #1)
Goal #1: UCCI will develop and sustain an innovative and engaging programme of education characterized by high-quality teaching and learning, building on the strengths of the institution and meeting the needs of society and relevant stakeholders. In doing so, emphasis will be placed on the encouragement of diversity, staff development, and quality assurance.
- i. Academic Ranking, and Promotion Committee,
The process is based on a policy passed by the ACC in keeping with the last meeting of the Committee in the summer of 2019. In November 2020 an email was sent to all faculty informing them that because of the 'new PAL-required salary changes' there would not be any promotions until further notice.

From reviewing the last committee meeting there were two out of six faculty who did not receive their academic ranking or promotion in the 2019 meeting. The committee recommended that one applicant reapply in six months and the other in two years, the timeline for both has passed and IAS contacted the [REDACTED] by email to ascertain when management anticipates reinstating an advancement process, however no reply was received. The faculty that was entitled to be reconsidered in six months wrote the [REDACTED] and below is [REDACTED] concern.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

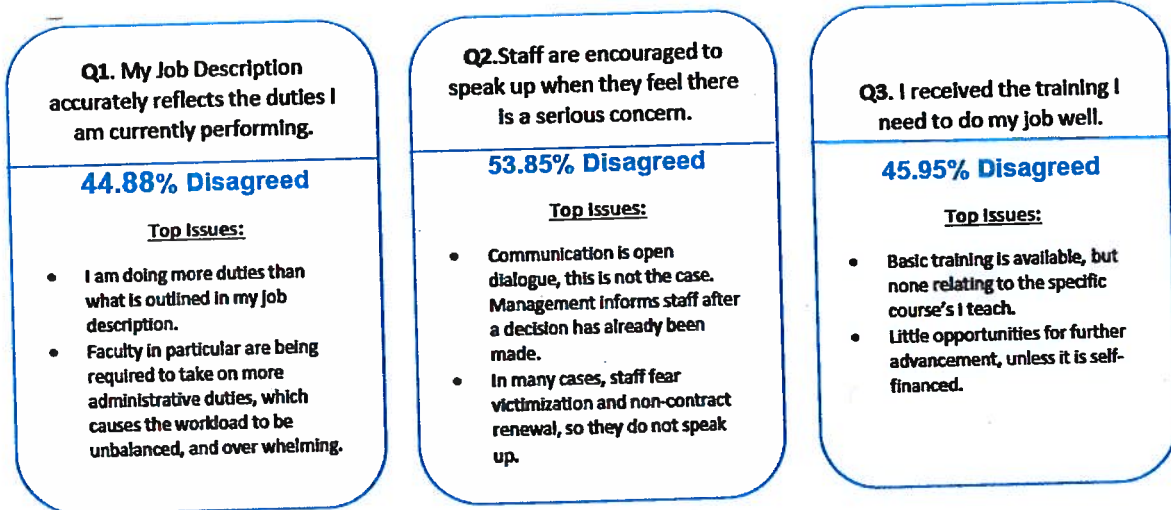
[REDACTED]



The faculty have remained committed however they expressed that UCCI doesn't care or support their efforts.

6.6 Results from the online survey of UCCI staff and faculty

The IAS team would like to acknowledge the staff and faculty support during the review of the UCCI audit. The first engagement with them was an email to all staff and faculty inviting them to participate in an online survey which resulted in an overwhelming 80% response rate. This level of interest and cooperation has greatly contributed to the successful completion of this review.



Q4. Are you satisfied that the procedure or policy is adequately written?

28.77% Disagreed

Top Issues:

- Policies are written and handed down without any input from staff.
- The current policies were written or modified according to the best interest of UCCI Management and not the employees. The HR manual was written without including the key faculty members

Q5. Has this procedure or policy been implemented as intended?

Yes, No, or N/A?

18.06% Yes

31.94% No

50.00% N/A

Q6. Overall, I have confidence in decisions made by senior management.

33.34% Disagreed

Top Issues:

- Poor consultation with those under them who do the work from day to day, and have a better knowledge of the task at hand.
- Because of the constant lack of transparency and sometimes high-handed approach, I have very little confidence in this area.

Q7. I believe staff recruitment is fair and transparent.

53.95% Disagreed

Top Issues:

- A lot of positions do not appear to be advertised, either internally or otherwise and salary paid may not always be accurate for said positions.
- There are some biases at UCCI. Sometimes, the least qualified gets the job. There is nothing in place to prioritize or train locals to get jobs that they can potentially do. They hire many persons from the US and UK and keep on expanding the administrative section of the university.

Q8. I have an acceptable workload.

53.85% Disagreed

Top Issues:

- The workload is not acceptable because, in an effort to maintain quality, the instructor should have a fair number of delivery hours. We were comfortable at teaching four courses which ensured that we had sufficient time to research and remain current with business operations and industry.
- Due to inadequate staffing the workload is too much as I am responsible for a very large group of students.

Q9. I am treated fairly and with respect at work.

28.96% Disagreed

Top Issues:

- I was bullied, threatened and intimidated by Senior Management. Comments were made discriminating my gender and nationality.
- There is lack of trust and unethical practices to break the self-esteem and confidence. There is no respect and value of my contribution.
- My work is never appreciated.

Q10. Overall, I have confidence in decisions made by senior management.

33.34% Disagreed

- The employment practices are suspect and there is little input from faculty. This needs to change. I am baffled as to why the management is so top heavy when more resources are needed to bolster the teaching and learning enterprise, to encourage research and publication and other such vital areas.
- Poor consultation with those under them who do the work from day to day, and have a better knowledge of the task at hand.

Q11. My job performance is evaluated fairly with regular feedback being provided.

40.26% Disagreed

Top Issues:

- My former supervisor would evaluate once per year and also provide regular feedback. In recent time none of my supervisors have evaluate or provide feedback.
- Yes, I am evaluated regularly by my students and my immediate supervisor (Dean). In some cases, my immediate supervisor does not provide proper feedback. The evaluation should aim to improve one's performance, not bringing me down or being used as a punitive means for contract renewal.

Q12. Communication is good. I am kept informed of relevant information affecting my job.

46.15% Disagreed

Top Issues:

- Communication is excellent with my current supervisor and among my colleagues. Apart from that, it is nonexistent. We get directives at UCCI. There is minimum communication.
- We find out thing on social media or from students or people in the community. These days, we are the last to know.

7. Salary Grade Implementation

- a. In June 2019, PAA s. 47 – Terms and conditions and remuneration of staff – sec. 1 states, “All public authorities shall use the same salary scale as determined by Cabinet and all jobs shall be evaluated by the same job evaluation methodology.”

Sec. 2 further states, “...after the date of the commencement of the Law where there is a difference between the terms and conditions of employment at a public authority and the public service the salary grades for remuneration in the public authority shall be adjusted accordingly to reduce the differences.”

- b. In early 2020, after the Portfolio of Civil Service (POCS) job evaluation activity was finalized, the then President submitted a recommendation to the Board of Governors to seek additional funding needed to pay retroactive compensation aligned with the Civil Service scales effective June 2019 and the COLA adjustments beginning 2020. The Board approved the recommendation which ultimately resulted to a draft Cabinet paper being prepared by the Ministry which was approved by Cabinet in May 2020.
- c. Salary adjustments and COLA took effect during the December 2020 payroll. In the same month, additional payments were received by employees for the retroactive salary and COLA equivalent.
- d. Employees who were employed **before** June 1, 2019 received retroactive compensation covering the following:
- ▶ Total salary = Retroactive Pay from June 2019 to December 2019
PLUS
 - ▶ Total Salary = Retroactive Pay and COLA from January 2020 to November 2020
- e. Employees hired **after** June 1, 2019 received retroactive compensation covering the following
- ▶ Total salary = Retroactive Pay from hire date to December 2019
PLUS
 - ▶ Total Salary = Retroactive Pay and COLA from January 2020 (or hire date) to November 2020
- f. The review aimed to answer:
- Are staff being paid on the evaluated grade of their job?
 - Is the ‘salary point’ accurate and justified?
 - Is the calculation of the retroactive salary and COLA in the implementation of Public Authorities Act (PAA) Sec. 47 correct?

7.1 Job Evaluation

Background

- a. After the implementation of PAA s.47 in early 2020, job descriptions were then evaluated within UCCI. UCCI uses the Hay Methodology of job evaluation, as used by the core government, which the [REDACTED] underwent specialized training and became a certified evaluator.

No other members of staff have been trained.

- b. The Hay evaluation system is a comprehensive process. It requires training and extensive practical experience to be able to operate it effectively.

Best practice requires that this activity be undertaken by a panel of trained and experienced members. The training and experience, together with a database of existing evaluations, enables job evaluators to make objective judgments on the grading of jobs.

- c. Based on system recorded information as of 4th January 2022, UCCI full time staff are employed in the following positions:

Number	Grade	Title	Number	Grade	Title
1	E	Provost & VP – Academic Affairs	1	J	IT Infrastructure Manager
1	F	VP – Business & Finance	3	J	Lecturer
3	F	Professor	1	J	Work Based Learning & Careers Spc
1	G	Director – Student Life	1	K	Admissions Manager
1	G	Director – Admissions & Regis.	1	K	Deputy Registrar – Brac Campus
1	G	Chief Information Officer	1	K	Events Executive
1	G	Interim Dean – Business & Finance	1	L	Senior Applications Specialist
1	G	Interim Dean – Prof & Tech Educ	1	L	PDC Manager
1	G	Interim Dean – Sci. Tech. Eng. Math	1	L	Assistant Accountant
1	G	Interim Dean – Soc. Sci. Arts Hum.	1	L	CRM Specialist
1	H	Director – Learning Resource Ctr.	1	L	HR & Finance Coordinator
12	H	Assistant Professor	1	M	Work Based Learning & Fin. Aid
7	H	Associate Professor	1	M	Assistant Registrar
1	H	Dir. Accreditation & Ins. Reporting	2	M	Enrolment Advisor
1	H	Dir. Mktg., Public Rel. & Alumni	3	N	One Stop Enrolment Rep.
1	H	Facilities & Physical Plant Manager	1	O	Book Store Clerk
1	H	Interim Prog. Dir. – School of Hosp.	1	O	IT Customer Support Tech.
1	H	Prog. Director – School of Nursing	1	Q	Line Cook
1	H	Prog. Director – Social Work	1	Q	Maintenance Officer
1	I	People & Culture Manager	1	R	Marketing Asst. - Trainee
7	I	Senior Lecturer			
1	I	Special Asst. to the President	1	Pers. to Holder	Assistant Accountant
2	J	Academic Advisor			
1	J	Facilities Supervisor			

Initial Assessment Inequity

- d. As defined in the 'Hierarchy of Professors', Assistant Professors are beginning-level professors at colleges and universities. IAS research into standard practices indicates that an Associate Professor has more experience usually 5-7 years of employment. The hierarchy is also reflected in the UCCI Organizational Chart – Faculty Ranking.
- e. In letters sent to relevant staff members, movement from Assistant Professor to Associate Professor is considered a promotion which normally should translate to a higher remuneration grade. This is not the case in UCCI as Assistant Professors and Associate Professors positions have been evaluated on the same salary grade 'H'.

EXHIBIT 1

Template email promoting staff from Assistant Professor to Associate Professor

I'm pleased to inform you that UCCI's Senior Management Team (SMT) and the Administrative and Academic Committee (AAC) have approved your rank promotion from Assistant Professor to Associate Professor.

We have been informed that UCCI's Board of Governors' Audit and Finance Committee has sole jurisdiction regarding pay increases. Therefore, neither the AAC nor the SMT have the authority to grant any changes in remuneration regarding this promotion in rank.

Congratulations on your advancement in rank. UCCI greatly appreciates your contributions to academia and the education of our students.

All the best,

- f. From interviews held with staff, job descriptions for the Assistant Professor and Associate Professor are among those which were reviewed and revised, by a UCCI review committee comprising of 3 Executive members, prior to submission to POCS for evaluation.
- g. There were 3 versions of the job descriptions:
 - Version 1 – prior to the PAL s. 47 review;
 - Version 2 – revised by the UCCI Review Committee and
 - Version 3 - submitted for POCS evaluation
- h. The following is a comparison of the two job descriptions from Version 3:

	Assistant Professor	Associate Professor
Criteria for appointment	• Demonstrated teaching excellence with at least <u>7 years</u> of proven pedagogical competence at the tertiary level	▶ Demonstrated teaching excellence with at least <u>8 years</u> of proven pedagogical competence at the tertiary level
	• PhD in area of competence	▶ PhD in area of competence
	• Authoritative knowledge in field of specialization	▶ Authoritative knowledge in field of specialization
	• Proven research expertise	▶ Substantial experience in carrying out research and professional experience
	None indicated	▶ Regular presentations at academic conferences

	None indicated	▶ Established leader in their fields as evidenced by publications of book chapters, texts, papers in leading journals
	None indicated	▶ Notable body of scholarly work that can include published articles, chapters and books, technical assistance, policy analysis, programme evaluation, etc.
Accountabilities specific to role	Teaching and Learning 85% - 90% Service 10% - 15% Research 5% - 10%	Teaching and Learning 75% - 80% Service 5% - 10% Research 10% - 20%

- i. Whilst the Assistant and Associate Professors have a number of similar criteria and responsibilities as shown above, the job description for the Associate Professor failed to provide sufficient differentiation to result in a difference in grade. Note that only 1 year of experience, 7 vs 8, differentiates an Assistant from an Associate, which is outside the industry norm as referenced above.

Lack of Documentation

- j. Through interviews, IAS was informed that the job evaluation process performed by [REDACTED] involved discussion between themselves and the supervisor for the position in question. The discussions were intended to cover the new job description or updated job description to ensure alignment with CIG scales. It was also explained that the relevant factors in the Hay evaluation methodology are taken into consideration to enable objective judgments to be made. However, IAS found no documentation to show that these discussions took place nor was there any evidence to support the resulting outcomes.

Given the lack of documented records, IAS is unable to provide a level of reasonable assurance that the resulting evaluations adequately follow the guidelines established by POCS.

Examples of work undertaken by UCCI lacking documentation is outlined below;

- k. POCS oversaw the evaluation of 60 job descriptions for the implementation of PAA s. 47. Since then up to the time of this audit UCCI's [REDACTED] has:
- 4 Changed Job titles but left the same grade
 - 3 Enhanced Job Descriptions resulting a higher grade
 - 1 Re-evaluated Job Description resulting in a lower grade
 - 9 Created and evaluated new Job Descriptions

Of note, all of these 9 new Job Descriptions have been used to staff new posts however there remained 26 job descriptions evaluated by POCS that were vacant.

- i. Employee # [REDACTED], is receiving salary at grade 'G'. The post was not in the list of evaluated jobs. Other Programme Directors are paid in salary grade 'H'.
- m. [REDACTED] did not keep an overall record or list of jobs evaluated after the implementation of the PAA s. 47. It was only after an IAS request for such information that an excel worksheet was created for audit purposes. There were no reference numbers assigned to the completed evaluations and therefore, IAS cannot provide a reasonable level of assurance to the completeness of the list provided.

7.2 Salary Grade and Point

Inconsistent Application of UCCI Documented Policy – Salary Reductions

- a. The UCCI Remuneration Policy states that, '...when moved to a job with a lower salary range and/or lower contribution level, an employee's salary may be reduced. Importantly, too, future salary increases with the exception of COLA may be reduced until the employee's salary falls appropriately in line with the salary range.'
- b. During the course of the review, emails from key personnel indicated that upon evaluation of a given job description an individual would be assigned to the closest point scale to their existing salary, on their evaluated grade, without going lower. If their current salary was higher than their evaluated grade then they would retain their current salary and be deemed to be "a personal-to-holder" so as not to adversely affect their pay.
- c. However, in the case of Employee [REDACTED], their salary was reduced from a monthly amount of \$4,754 to \$4,256.67 as evidenced in the retroactive salary calculation when the post was re-evaluated as [REDACTED] (Grade L). This represented an equivalent reduction from L.10 to L.5.

The explanation provided to IAS was that the reduction in salary was due to an anticipated reduction in responsibilities with the reassignment of responsibilities for the Civil Service College (CSC) to another staff member. This anticipated change in responsibilities was reflected in the newly evaluated job description. However, the duties associated with CSC management were never transferred and the employee continues to perform the function albeit at a reduced salary.

In addition, reducing this employee's salary is contrary to UCCI policy. The salary of this staff member should not have been reduced nor deemed to be 'personal-to-holder' as their salary remained at the same grade.

- d. Another contradictory example involved the manner in which Employee [REDACTED] salary situation was handled. An employment agreement executed in July 2017 states that the salary is \$60,684 which is above point 13 of the scale of the evaluated post (Grade N). This puts the employee in a 'personal-to-holder' pay arrangement. In such arrangement, no further salary increases can be made except for COLA, hence, the new salary should be \$63,718 taking into account the COLA adjustment. Latest recorded information shows that the employee is receiving an annual salary of \$56,121.48.

Inconsistent Application of UCCI Documented Policy – Salary Grade Point Allocation

- e. The UCCI Remuneration Policy, under section title ‘Salary Movement Due to Job Re-evaluation’ requires the following factors to be taken into consideration when determining the salary point to the new grade: Qualifications, experience, remuneration / developmental package, and individual circumstances, rarity of skill, internal equity and budget allocations.
- f. As previously indicated IAS was informed that the manner in which the new salary grades were implemented was to assign the new point grade to reflect the nearest point grade to staff’s current salary without going lower. This process failed to consider the criterion mentioned above and thus resulted in apparent salary inequities. Examples are provided below:

Staff with 5 or more Years of Service				Staff with less than 5 years of Service	
Employee Number	Job Title	Number of Years employed by UCCI	Salary Grade & Point	Number of employees in similar role	Salary Grade & Point
[REDACTED]	Dep.	[REDACTED]	K.1	-	-
[REDACTED]	[REDACTED]	[REDACTED]	N.1	2	N.1
[REDACTED]	Assistant Professor	[REDACTED]	H.1	3	H.1
[REDACTED]	Associate Professor	[REDACTED]	H.1, H.2	1	H1
[REDACTED]	Professor	[REDACTED]	F.1	-	-
[REDACTED]	[REDACTED]	[REDACTED]	Q.1	-	-
[REDACTED]	[REDACTED]	[REDACTED]	L.3	1	L.7
[REDACTED]	[REDACTED]	[REDACTED]	H.1	-	-
[REDACTED]	Senior Lecturer	[REDACTED]	I.1	2	I.1

Of note is that years of service was not used as a considering factor in determining the salary point. New staff are started off at the point grade, typically grade 1, as those with up to 24 years of service. In one case a new staff member was placed on point 7 where an existing staff member with 8 years of service is at point 3. Such inconsistencies can lead to issues contributing to an unhealthy work environment.

It should also be noted that the above highlighted inequities may still be addressed by following the UCCI policy regarding salary increments as stated below.

Salary increment award not supported by documentation

- g. Per UCCI policy, a department may consider making salary adjustments to correct an inequity in an employee's salary which is determined by an authorized manager in collaboration with the head of the HR section and the Finance section and must be supported with appropriate documentation.
- h. The following staff were given salary increments without documented justification:
 - Employee [REDACTED] – from K.5 to K.10 – [REDACTED]
 - Employee [REDACTED] – L.1 to L.4 – Lecturer
(increment was reflected in the computation of retroactive salary)
 - Employee [REDACTED] – E.1 to E.3 – [REDACTED]

Limited Documentation

- i. Per documentation on file which was insufficient in supporting justification, Employee [REDACTED] was awarded an 8-point increment for experience gained while performing additional duties. It was also noted that the staff member is still working towards completing certification exams.
- j. It was also noted that during the time of the audit, Employee [REDACTED] who was previously paid at O.1 is receiving a salary at O.11 since April 2022. Based on available email correspondences and information gathered from staff interviews, the [REDACTED] requested the 10-point increase to recognize his exemplary performance from when the employee joined UCCI on [REDACTED]. [REDACTED] also expressed his concern that the employee might leave the organization if not given a salary increase.

Erroneous Calculation of Retroactive Salary and COLA

- k. To comply with the requirements of the PAA s.47, 'Terms and Conditions and Remuneration of Staff' and the 2020 COLA, employee compensation was adjusted in December 2020.

Management sent out letters dated December 15, 2020 to inform staff that their salary levels have been set to the appropriate levels. Employees were informed that they will receive retroactive salary and retroactive COLA payments as appropriate. The amount of the retroactive payment was supported with a calculation included in the letter.

- I. IAS reviewed 22 samples and based on available information, our calculations showed 8 cases of material overpayments and underpayments which excludes administrative Stipends and Head of Department (HOD) Allowances. They are:

Employee Number	IAS Recalculated Retro Pay \$	Payment made by UCCI \$	Difference \$	Over or Under Payment?	Comments
	16,046.25	4,087.50	11,958.75	Underpaid	Incorrect base salary used
	4,832.20	2,828.50	2,003.70	Underpaid	Acting role calculation missed
	5,134.60	2,449.75	2,684.85	Underpaid	Base salary not confirmed
	4,035.00	5,604.00	1,569.00	Overpaid	Calculation error
	6,737.60	13,631.00	6,893.40	Overpaid	Salary point given incorrect
	13,144.00	2,719.60	10,424.40	Underpaid	Base salary not confirmed
	24,294.36	38,175.77	13,881.41	Overpaid	Overlapping coverage dates
	4,847.50	11,590.50	6,743.00	Overpaid	Interim job start date incorrect

For more specific information on some of these cases please see 'o'.

Erroneous Application of Administrative Stipends and HOD Allowances

- m. Administrative Stipend and HOD allowance are defined in the UCCI Remuneration policy as "...a fixed monthly administrative stipend paid to a member of the faculty, as determined by the Appointing Officer, who has been assigned administrative duties with no adjustment to base salary or other benefits. Similar to academic Chairs, a stipend (or allowance) shall be paid to Heads of Administrative Departments to whom comparative responsibilities have been assigned as part of their core function."
- n. Based on the intention of the definition above, we inferred that a stipend / allowance implies the following conditions:
- (1) is not based on hours worked, the reason for making it a fixed amount;
 - (2) paid for additional temporary duties expected to be performed within a period of time i.e. shall cease when time period elapsed, the responsibilities have been fulfilled or may be revoked at the discretion of the Appointing Officer;
 - (3) duties are not specifically listed in the job description; and
 - (4) the fixed amount is determined by considering the magnitude of the additional work given.

Such allowances are temporary as they are paid to HODs on a rotating basis excluding those HODs in administrative positions. Administrative stipends however, appear not to be temporary and thus contradictory to the above stated criteria. It was noted that when calculating the new salary grade and point level, both temporary HOD allowances and administrative stipends were erroneously considered as demonstrated below;

If the Stipend / HOD allowance was:	Excluded	Included
Base salary before implementation of PAL s. 47	\$6,622	\$6,622
HOD Allowance	0	400
Total salary	\$6,622	\$7,022
Nearest salary point in the evaluated grade after implementation of PAL s. 47 in 2019	I.8 (\$6,624)	I.11 (\$7,135)
Nearest salary point in the evaluated grade with COLA adjustment in 2020	I.8 (\$6,956)	I.11 (\$7,492)
Monthly difference	0	\$536
Annualized difference	0	\$6,432

In the samples reviewed, the following employees should have been assigned a lower salary point:

Employee Num / Unit	Correct salary equivalent	Paid salary equivalent
[REDACTED]	I.8	I.11
[REDACTED]	H.3	H.6

Lack of Historical Employment Contracts and Appointment Letters

o. Contracts or Appointment letters prepared and/or finalized prior to the implementation of PAA s. 47 to confirm the positions and salaries could not be found for some employees, hence, the correctness of the amounts used in the computations prepared by the PCHRM could not be confirmed. In some cases where contracts were found, these were not properly signed. Furthermore, letters to terminate the acting/interim appointments were also not found.

p. Specific Cases

Employee [REDACTED]

- Base salary (\$4,454.08) used in the calculation of the retroactive payment is lower by \$603 when compared with the figure in the Employment Contract (\$5,057/month) dated 13 July 2017. The contract is open-ended. When the PAL s. 47 was implemented, the employee's salary was considered 'Personal-to-Holder.'
- The error in salary continued after the implementation of PAL s. 47. For the correct salary amount, refer to Section 7.7.

Employee [REDACTED]

- The base salary in the calculation of the retroactive payment was \$4,636.83 where the nearest salary point in the scale should be J.1. Calculations showed that the employee was awarded J. 4.
- No documentation was found on file to justify 3 pt. increase in salary.

Employee [REDACTED]

- Base salary (\$4,256.67) used in the calculation of the retroactive payment is lower by \$497 when compared with the figure in the Employment Contract (\$4,754/month) dated 17 July 2017. The contract is open-ended.
- The error in salary continued after the implementation of PAL s.47. For the correct salary amount, refer to Section 7.4.

Employee [REDACTED]

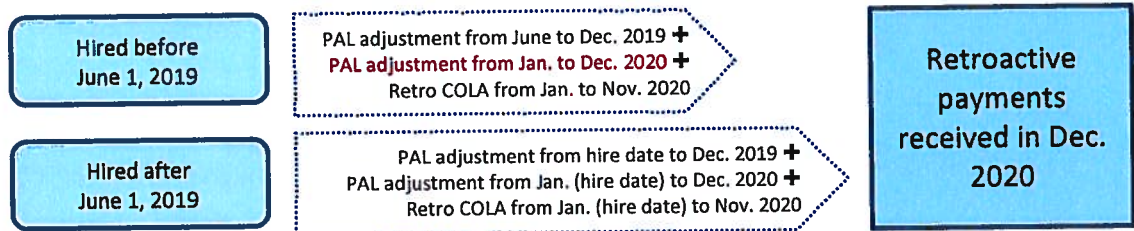
- Retroactive salary payments were calculated twice for the period May 2020 to November 2020. Calculation of salary difference and COLA were made for both the positions of [REDACTED] [REDACTED] for the same period. The calculation should have not included the Professor post.

Employee [REDACTED]

- The calculation incorrectly used Salary Grade G for the Interim Dean post, however, the appointment started in [REDACTED] which is outside of the coverage of the calculation of the retroactive payment.

Inconsistent Messaging to Staff

q. Relevant members of staff received retroactive salary payments in the December 2020 payroll covering the following:



Letters sent to employees informing them that funding have been approved allowing for UCCI's compliance with PAA s. 47 and 2020 COLA have not been worded properly to reflect the above. Section highlighted in red above was not covered in the provisions of the letter shown in Exhibit 2.

**EXHIBIT 2
Excerpt from Letter sent to staff in December 2020**

Your compensation will reflect the following changes:

1. Every employee is now level set on the appropriate point of the 2020 CIG salary scale as of January 1, 2020, making the former UCCI Salary Scale obsolete.
2. All employees hired before June 1, 2019 will receive the corresponding retro PAL amounts from June – December 2019 and retro COLA amounts from January – November 2020.
3. Employees hired after June 1, 2019 will receive a prorated retro PAL amount from his/her date of hire and retro COLA amounts from January – November 2020.

The inconsistency made it challenging for staff to determine the level of accuracy of retroactive payments received.

7.3 Employment Agreements

Current employment contract / Addendum not found on file

a. The following members of staff whose contracts ended have continued employment without a current contract:

- Employee [REDACTED] – contract expired on January 31, 2022. (ex-employee. Left during the audit period)
- Employee [REDACTED] - addendum to reflect the correct personal-to-holder salary not found
- Employee [REDACTED] – addendum to reflect the adjusted salary not found
- Employee [REDACTED] – contract expired on November 6, 2021 (ex-employee. Left during the audit period)
- Employee [REDACTED] – addendum to reflect the adjusted salary not found

b. Staff should, at all times, be engaged under the terms of current employment contract.

Unsigned employment contract

c. Employment contracts / Addendum to existing contracts of the following members of staff were not signed:

Employee Number	Job Title	Contract Period
[REDACTED]	Assistant Professor	19Aug2021 to 18Aug2024
[REDACTED]	Assistant Professor	4Jan2021 to 3Jan2024
[REDACTED]	[REDACTED]	21Jan2022 to 20Jan2025
[REDACTED]	[REDACTED]	31Jan2020 to 30Jan2023
[REDACTED]	[REDACTED]	1Jan2019 to 31Dec2022
[REDACTED]	[REDACTED]	15Aug2019 to 15Aug2022
[REDACTED]	[REDACTED]	16Aug2020 to 15Dec2022

Employment contract prepared after the employment start date

d. The employment contract of Employee [REDACTED] for the period 30 March 2021 to 30 March 2024 was prepared and signed 8 months after the employment start date.

Caymanian on Fixed Term Contract

e. Employee [REDACTED] was recorded as Caymanian in the HR system but is employed under a 2-year fixed term contract starting 3 May 2021. No formal justification was found on file to document the reason for hiring the Caymanian employee on fixed-term.

Employment contract end date not aligned with the work permit end date

f. UCCI, through a contracted external agency, recently began the process of securing work permit approvals for Non-Caymanian regular staff members (non-teaching positions) falling under the relevant category as required by the Workforce Opportunities and Residency Cayman (WORC).

- g. *Compliance Risk* – Whilst adhering to the requirements of WORC, we noted examples where the employee’s work permit approval expires ahead of the employment contract end date. Examples found:

Employee Number	Contract expiry date	Work Permit end date
[REDACTED]	18 November 2024	19 May 2024
[REDACTED]	18 August 2024	19 August 2022*

*awaiting result of RERC application to WORC

- h. To avoid future conflicts, UCCI should undergo the usual recruitment process to determine the renewal or non-renewal of the contract ahead of the work permit expiration date. If decision was made to renew the employment of the staff, ensure that the contract expiration date is consistent with the end date of the new work permit.

In the event that an employee’s work permit is not renewed, UCCI will have to request WORC for a work permit extension until the expiry of the employment agreement.

7.4 Other Issues affecting the Review

Issues noted with the HR Systems

- a. UCCI uses two (2) HR Software Systems namely Breathe HR and Blue Bison.
- Breathe HR is hosted in the cloud and is accessible anywhere with Internet Connection. Features include HR Reporting, Employee Data Storage, Sickness and Absence tracking among others. To use the system, management pays a monthly subscription fee of [REDACTED].
- Blue Bison was purchased with the intention [REDACTED]. It aims to streamline HR and payroll process. The full migration to the Blue Bison was expected to happen in Year 2022. However, changes in the UCCI staffing could potentially result to changes in the migration plans.
- b. During the course of the audit fieldwork, UCCI’s subscription to Breathe HR was suspended. It was explained that the fees are charged to the official credit card account of the former UCCI President which was closed after her departure. The [REDACTED] took responsibility of the continuity of the subscription, however, due to [REDACTED] the subscription was once again suspended. Subscription was re-instated in April 2022.
- c. Staff information relating to new or existing staff have not been recorded in Breathe-HR since May 2021. Recent information is recorded and stored in Blue Bison. For employees who were hired prior to May 2021, historical data remains in Breathe-HR and current information can be accessed from Blue Bison.

- d. UCCI is doing a parallel run of both systems until the full migration is completed. Because of the delay in the scheduled completion of the migration plans, payments have to be made for both systems to ensure continued service.
- e. Other major issues in the manner in which information were recorded in Breathe-HR and/or Blue Bison were noted:
 - I. Incomplete recorded employment history or lack of recorded employment continuity
 - II. Incomplete salary history
 - III. Unrecorded immigration status, and if recorded, inconsistent immigration status information between the 2 systems. A Non-Caymanian was recorded as Caymanian in the system.
 - IV. Contract start and end dates including acting and interim positions, where applicable, were not consistently recorded in the 2 systems. In addition, there are instances where the end dates are different from the end date in the employment contract.
 - V. Discrepancies in recorded employment history and employment dates between the 2 systems
 - VI. Interchanged 'from' and 'to' dates for a job taken
 - VII. Unrecorded information relating to current employment agreements *and*
 - VIII. Few occasions of Birth date recorded as 'hire date' in the Blue Bison system

8. Governance Review

- a. The [REDACTED] was on [REDACTED] when the review began and [REDACTED] before it ended.
- b. The HR & Finance Coordinator, who was filling in for the PCM [REDACTED]

8.1 Policies, Procedures, and Processes

a. Applicable Acts

The University College Act

- outlines the "Power of Board"
Section 13. (1) (a) states "subject to any directions under section 15, to control and exercise general supervision of the affairs, functions, purposes, policy, and property of the College"; and in Section 13 (1) (l): (l) "to make rules for furthering the work and interests of the College";
Section 19 (2) states "The AAC shall have responsibility for considering, approving, or submitting for approval by the Board, as required, recommendations on all matters pertaining to the functioning of the College."

The Public Authority Act (2020 Revision) (Parliament, 2020)

- States that the Board shall have the following specific responsibilities; Section 16 (e) "to monitor and evaluate the implementation of strategies, policies, management performance, and business plans."
- Section 3 Interpreting inconsistencies with other acts – "In the event of any inconsistency between the provisions of this Act and the operation of any other act, the provisions of this Act shall prevail to the extent of the inconsistency."
- Section 49 (d) Role of the Cabinet – "extend policy that applies to the civil service to the public authorities as and when necessary to ensure good governance and best HR practice;"

The AAC Term of Reference Policy Statement

- 1. (e) states Matters Requiring Board Approval "Subject to its Function, the AAC shall have responsibility for considering and submitting for approval by the Board recommendations, including the following matters: (1) repealed policies or material changes to existing policies approved by the Board."

HR Policy and Procedures Manual 2021 implementation

- b. The September 23, 2020, Board Minutes state, "the Board approved to accept the Employee Handbook as presented, but with the understanding that to remain in compliance with Public Authorities Act (PAA) section 41(2), the document should be renamed 'Human Resource Manual' and that consultations with employees take place."

In July 2020 the former [REDACTED] along with a group of selected faculty arranged to meet with the then [REDACTED] regarding the approval of the said policy. The group's concerns were that the policy did not first go to the ACC for ratification before being submitted to the Board for approval and that there was no consultation with the staff and faculty regarding the policy. The [REDACTED] confirmed to the [REDACTED] that such consultation did not occur.

[REDACTED] then indicated that the policy would not be approved without such consultation taking place. It was the understanding of the former [REDACTED] that there would be consultation with staff, the policy title would be changed to Human Resource Manual 2021, and that the ACC ratification would be required before the Board's final approval.

- c. Based on discussion with staff and faculty members, they were of the opinion that due to the lack of consultation the HR Policy and Procedures Manual 2021 remains a draft interim policy.

However, on July 19th during the 2021 summer vacation, the [REDACTED] wrote to the staff and faculty indicating that their signature was required indicating acknowledgement of the new policy manual by July 30.

- d. Irrespective of the lack of consultations and intended implementation of the policy there are minor corrections that would improve the policy.
- From introduction onward replace the word "LAW" with "ACT";
 - Remove Employee names and replace them with job titles;
 - Department Chairs title to be replaced with Deans; and
 - Department title replace with division

Disciplinary, Grievance Issues and Discriminatory Act

- e. With the validity of UCCI HR Procedure Manual revision 2021 in question, the cases below were reviewed based on the UCCI Employee Handbook 2013 (EH-2013).

The EH-2013 Chapter 11 Section B (6&7)-Principles of the Policy states "Where an employee's immediate supervisor is the subject of the grievance, the grievance hearing will then be elevated to the next level which is the AAC. A written statement on the grievance resolution, even in the event of non-agreement by one party, shall be filed in the office of the President's Executive Assistant."

The procedures to be followed are designed to establish the facts expeditiously and to deal fairly and consistently with any disciplinary issue or grievances to ensure that conflicts, disagreements, etcetera, are effectively resolved with dignity, fairness, and respect to all concerned.

The following examples as outlined by staff draw into question the manner in which grievances were being addressed.

Institutional Review Board (IRB) - committee member

- f. The IRB is a committee that applies research ethics by reviewing the methods proposed for research to ensure that they are ethical. The committee reviews proposals and provides a report/recommendation to the [REDACTED]. Such proposals could be upwards of 85 pages in length.
- g. In early March 2021, the [REDACTED] sent proposals to committee members for review within two weeks. One faculty member responded indicating that they would not be able to complete all of the assigned reviews as [REDACTED] was dealing with [REDACTED]. On March 23rd the [REDACTED] wrote to the employee reminding them that the IRB evaluations were due. The employee had completed 3 of the 7 proposals, submitted the reports and indicated that the others could not be completed for reasons stated above.

On April 15th the employee returned to campus to teach an online class from their office. During the class, the [REDACTED] knocked on the employee's door indicating that their signature was required on a warning letter of reprimand due to not completing all 7 reviews.

The employee refused to sign it as there were some grammatical errors in the document. The employee who was now under some distress continued to teach the remainder of the class. Moments later the [REDACTED] returned instructing the employee that the [REDACTED] required the corrected letter of reprimand to be signed.

Of note, in this case, the written warning stated that the faculty member failed to submit "any" reviews. However, in an email dated March 25th the [REDACTED] stated "thank you so much, Dr. xx, Yours was the deciding vote" thus recognizing that at least one review was submitted.

- h. The employee did a written appeal against the verbal and written warning stating "that there is an expectation of a fair examination of the issues stated as they are unsubstantiated".

Under the EH-2013, such appeals should have been elevated to the AAC for a resolution. But instead, the [REDACTED] and the [REDACTED] signed the appeal document. The document stated that "following the appeal process, there is no further right to appeal. This exhausts the University College's procedures."

- i. [REDACTED] tried to reprimand this employee a second time. In this case, however, [REDACTED] refused to sign the reprimand as it was a minor issue which had been resolved and knowing that a second reprimand could lay the foundation for potential dismissal.
- j. The employee felt that there was no consideration from the management of [REDACTED] circumstances during the pandemic lockdown. The employee also felt they had no additional recourse given that the grievance involved the [REDACTED].

Performance Assessment - faculty member

- k. A faculty member who was [REDACTED] applied for the Dean position on a permanent basis. Before the interview for the position of Dean, the [REDACTED] called an impromptu meeting with the faculty member to sign their performance appraisal.

Prior to the employee arriving, the [REDACTED] had completed rating the employee's performance assessment without any discussion with the employee. The majority of the rating was '2' – Needs Improvement. The employee asked for an explanation for such low scores, however, none was provided. The employee chose to write "did not sign" in the signature box.

It was the employee's belief that this interaction occurred to set the foundation for the hiring of an outside person as Dean, which is what transpired.

- l. It should be noted that similar cases were noted during this review and in particular, one other Dean did not sign their performance assessment.

In a meeting with the [REDACTED] noted that "[REDACTED] on a regular basis and didn't see the need for a formal discussion before grading the Deans, unlike the faculty who have the opportunity to do a self-assessment.

- m. Best Business Practice recommends that there should be a discussion with an employee regardless of their position before completing a performance review.

Allegation of Verbal Threats to Employment

- n. During the interview process, several staff who are primarily on work permits indicated that upper management told them that they would be replaced when they objected to performing extra duties outside of their contractual agreements without further compensation. No such terminations were noted, however, such actions contributed to an unhealthy work environment.

- o. UCCI EH-2013, Chap. 10, Sec F.2 (4) states:
In the event of serious illness or injury to the employee, the treatment of which would normally take 10 or more days, the employee, upon providing a medical certificate from a medical practitioner, is entitled to sick leave (as necessary) up to a maximum of 125 working days on full pay and a further 125 working days at half pay per annum. In any case, involving extended sick leave, the University College authorities reserve the right to have the patient examined by a physician of its choice, similarly licensed to practice in the Cayman Islands."

- p. A member of staff was off on sick leave in late [REDACTED]. The employee kept in contact with the [REDACTED] and the [REDACTED] updating them on [REDACTED] condition. [REDACTED] was assured by the [REDACTED] that [REDACTED] has enough available sick leave days to cover [REDACTED] absence.

In June 2021, a meeting was held between the employee and the [REDACTED] where it was explained that the employee is entitled to 10 sick days, 6 weeks of paid medical leave, and annual leave during the summer vacation time which is based on the Board unapproved HR Policy. It should be noted, however, that these stipulations are in line with the Labour Act. Upon further review, there was a possibility that [REDACTED] will be unpaid. "I asked the [REDACTED] if [REDACTED] was sure that I have available paid medical leave, to which [REDACTED] responded yes."

When [REDACTED], the employee was advised by the Doctor that [REDACTED] return to work would be on a graduated basis starting with a trial of 2 hours per day and eventually building up to a full workday. The [REDACTED] advised, "Coming back gradually was not going to work for UCCI. It would be better to take the medical leave as well as any vacation leave left to get better."

In [REDACTED], an email was received by the employee saying that UCCI was not required to pay her medical leave i.e. she will only get 10 days of sick leave plus annual leave during the [REDACTED] vacation time. Note that the employee had been receiving pay throughout [REDACTED] while off work due to her illness. Due to the change in opinion by the [REDACTED], the employees' pay for [REDACTED] was withheld.

Several emails were sent by the employee challenging the decision in which the response received from Management was "UCCI could have easily terminated you while you were off."

The member of staff felt that this action was in part retribution for bringing to light an incident related to misappropriated funds by the former [REDACTED].

Extended sick leave entitlement refused

- q. A UCCI Faculty member employed for [REDACTED] years required [REDACTED]. This employee will be going overseas for [REDACTED] and will need a minimum of six weeks of medical leave. [REDACTED] requested extended sick leave and was rejected. In accordance with EH-2013 under the title *F. Compassionate and Sick Leave* section 2 (4), this employee is entitled to this leave however as stated above such a decision is within the limits of the Labour Act. Rejecting this request may also be non-compliant with section 44 of the PAA, obligations of a good employer.

Record access/correction refusal

- r. Three years ago, at a faculty meeting, an employee exchanged some ideas that may have been misinterpreted by the [REDACTED]. The employee said [REDACTED] met with the [REDACTED], and they concluded that it was a misunderstanding [REDACTED] was advised by the [REDACTED] that no letter would be placed in [REDACTED] file. The employee requested access to [REDACTED] file for several months under the previous [REDACTED] but was not allowed to review it. [REDACTED] recently reviewed [REDACTED] file and noted that a warning/reprimand letter was indeed placed in [REDACTED] file without [REDACTED] knowledge. [REDACTED] asked that the letter be removed and was informed by UCCI officials that it was against the law to have the letter removed. However, this does not appear to be the case and in contrast, some forward-

thinking HR practices suggest that an organization's HR Manual contain a section regarding criteria for noted improvement once achieved the letter of reprimand be removed from the personnel file.

- s. There was no evidence that the AAC was involved in the above cases as required by the UCA section 19 (2) b.

8.2 UCCI Governance Structure

Role of Governance at UCCI

- a. The UCA sets out a bicameral governance structure for the College, dividing fiscal and academic authorities between two bodies, the BOG and the AAC, each of which has been granted certain statutory powers and responsibilities. Each body has its own set of sub-committees. The Board determines those matters it requires the AAC to also submit for approval by the Board where those matters cut across the distinctive roles of the two bodies. It is a collegial self-governance model for a university, in which both internal and external stakeholders are represented.

Members of the BOG and Committees are collectively and individually stewards of the College, advancing and upholding the mission of the College, understanding and having relevant input into the College's vision, strategies and objectives, and overseeing the business and affairs of the College. Each member must act in good faith with the view of the best interests of the College as a whole, defending the autonomy and independence of the College and to enhance its public image.

The three primary functions of college governance are as follows:

1. Approval – governance approves specific policies, plans, or projects in accordance with terms of reference for the Board and the Committees.
2. Oversight – governance receives a wide variety of reports and information through which it monitors the quality and substance of college leadership and decision-making.
3. Advice – governance is consulted and provides input on proposed initiatives at various stages of development

The role of college governance is one of oversight with a focus on strategic matters rather than management or administration. The role of governance is not to manage the College, but to ensure that the College is well-managed. In general, the President, as Chief Executive Officer, and the Senior Management Team have the responsibility for formulating the College's mission, and strategic directions and formulating a new policy for governance consideration. (BOG/UCCI, 2017)

Board and Committee Members

- b. **Board of Governors (BOG) Section 13 3 (3) of the University College Act (UCA) (2010 Revision),**
The Board shall consist of the President, who shall be a member ex-officio, and the following other members appointed by the Governor –
 - a representative of the Minister of Finance.

- a representative of the Minister of Education.
- six members were selected from lists to be obtained from bodies representing financial, industrial, commercial, or other institutions and from professional organizations.

c. **Audit and Finance Committee (AFC), Appointed by the Board Governors**

The AFC is appointed for one-year terms:

- Chair, Board Representative
- Board Representative
- Two Board Members
- VP, Business and Finance (*ex-officio* Member)
- Recording Secretary

d. **Administrative and Academic Committee (AAC), Section 19 (1) Schedule**

The UCA and the AAC shall comprise:

- the President, as chairman;
- the Vice President or Vice Presidents appointed under section 17 of the UCA;
- three members of the Board, as determined by the Board;
- the Heads of Departments; the Deans of the College; a Faculty member elected by the Faculty; and subject to UCA paragraph 2 of Schedule 19 (1), a student representative elected by students.

e. **Executive Committee (BOG), Section 22, UCA,**

The Executive Committee which meets monthly is responsible for facilitating the operation of the BOG and the governance committees. The Executive Committee is responsible for monitoring and improving governance effectiveness, including agenda management, the selection process for Board and Committee members, evaluation process, committee terms of reference, interpretation, or delineation of responsibilities, and clearly defines and respects the governance role relative to that delegated to the President and the President's Cabinet.

f. **UCCI Operational Committees**

- **Executive Leadership Committee, 9 members,**
 - President/CEO,
 - PVPAA (representing staff and Faculty),*
 - VP-B&F,
 - HR,
 - 3 Directors,
 - CIO and
 - Special Assistant to the CEO.

*Effective December 2021 the PVPAA is the acting President/CEO, and the PVPAA is the staff and faculty representative on this committee. With the dual role, the staff and faculty are of the opinion that they do not have a genuine representation on this committee.

- **Sub-Committees**
 - Academic Ranking Committee
 - Admission and Discipline of Students Committee
 - Appointments, Promotions, and Discipline of Staff Committee
 - Commencement Planning Committee
 - Convocation Committee
 - Curriculum Policy, Development, and Implementation Committee
 - Examination and Certification Committee
 - Institutional Review Board (IRB) (Ethics Committee)
 - Planning, Budgeting, and Financial Matters Committee

BOG, Committees, and Senior Management Requirements

BOG PAA compared with UCA

PAA Part 3 Section 8 (1) states notwithstanding any other law, a public authority shall have a board, by whatever name called, consisting of a chairperson and not less than four other members. Section 9 (1) (a) board members of a public authority shall be appointed by the Cabinet;

UCA (3) (c),(e) The Board shall consist of the President, who shall be a member ex-officio, and the following other members appointed by the Governor - six members selected from lists to be obtained from bodies representing financial, industrial, commercial, or other institutions and from professional organisations; two other members, one of whom shall be from the College Faculty. These appointments shall be for three years.

Committees PAA compared with UCA

PAA section 22 Power to establish own procedures.

Subject to sections 17 to 21 and the provisions of any other law, a board may establish its own meeting rules and procedures, and establish committees of the board, as it thinks fit.

Sections 17 – meetings of the board, 18 – Recording secretary, 19 – Board minutes, 20 – authentication of documents, and 21 disclosure of interests.

UCA section 19 (1) Constitution and Procedure of the Administrative and Academic Committee. The ACC shall comprise (a) the President as Chairman; (b) the Vice President or Vice Presidents appointed under section 17; (c) three members of the Board, as determined by the Board; (d) the Heads of Departments; (e) the Deans of the College; (f) a Faculty member elected by the faculty; and (g) subject to paragraph 2, a student representative elected by students.

Section 19 (2) The Administrative and Academic Committee shall have responsibility for considering, approving, or submitting for approval by the Board, as required, recommendations on all matters pertaining to the functioning of the College, including -

- (a) curriculum policy, development, and implementation;
- (b) appointment, promotion, and discipline of staff;
- (c) admission and discipline of students;
- (d) examinations and certification;
- (e) award of bursaries and scholarships;
- (f) planning, budgeting, and other financial matters; and
- (g) such other matters as may be referred to it by the Board or by the President.

CEO\Senior Management PAA compared with UCA

PAA sections 4 (1) Purpose of Act – The purpose of this Law is to provide uniform regulation of the management and governance of public authorities.

24 A public authority shall have a chief executive officer, by whatever name called, who, notwithstanding any other law,

29 (1) Conflicts of interest of a CEO, A chief executive officer shall, prior to assuming the functions of the office, make a declaration to the board of that person's interests.

31 (1) A CEO shall be accountable to a board in the management of a public authority. (2) A CEO shall be responsible for —

- (a) the delivery of outcomes as specified by the board;
- (b) the achievement of the ownership performance, and, where relevant, output delivery performance agreed by the board with the Cabinet shall be set out in budget documents required under section 35;
- (c) the day-to-day management of the public authority including —
 - (i) the hiring, management, and dismissal of staff, and other personnel management functions;
 - (ii) the assignment of duties to staff of the public authority as the chief executive officer sees fit, subject to job descriptions relevant to the staff;
 - (iii) output production and delivery management; and
 - (iv) strategic and financial management;
- (d) implementing decisions of the board;
- (e) providing written and verbal technical advice and guidance to the board on matters of policy and strategic direction;
- (f) the preparation of the draft budget, ownership agreement and purchase agreement, where applicable, for consideration by the board;
- (g) procurement in accordance with the policy framework established by the board and the Government's procurement legislation and policies;
- (h) the preparation of financial statements and presentation of annual audited statements to the board in accordance with the Public Management and Finance Law (2020 Revision);
- (i) the submission of the Annual Report in the prescribed form to the relevant Ministry or Portfolio as soon as approved by the board; and
- (j) any other responsibilities as provided in writing by the board.

Part 6 41 (1) Open and fair processes in personnel management decisions

42 (1) Recruitment and appointment of staff of a public authority

43 Conflicts of interest of senior staff, 44 Good employer obligations

UCA 16 (2) The President shall be the head of the College and shall-

- (a) supervise the academic work of the College;
- (b) supervise and direct the academic, administrative and other staff of the College;
- (c) present to the Board an annual report on the work of the College; and
- (d) perform such other duties as may be assigned or delegated by the Board.

- g. The Staff and Faculty Representative is the link between employees and management. [REDACTED] raised concerns that the role is vulnerable to threats from management. The [REDACTED] have raised the same sentiment. In addition, there was a concern that attendance at meetings requires additional time during working hours. With the magnitude of responsibilities undertaken by the Rep, it is suggested that a Rep workload be allocated time to perform these duties.

8.3 Administrative organizational structure

a. **Changes in Organisational Charts between 2019 to 2022**

During the period 2019 to 2022 UCCI's administrative organizational structure changed. Some of the most visible changes were with the following positions.

8.4 Organizational Structure

a. **Summary by Section, Nationality, and Immigration Status**

Data provided by the UCCI Acting HR Manager on July 1st, 2022, the staff complement of 80 persons 36 Caymanians and 44 non-Caymanians in addition to adjunct lecturers. As Adjunct appointments fluctuate we were provided with the spring and summer number which was 41 lecturers.

In 2021, 23 persons left the organisation, 5 at the end of their contract, 15 resignations, and 3 terminations.

With resignations of key personnel and limited access to the administration due to vacation or over-commitment, we were unable to ascertain the comparison to actual work performed within the administrative structure in comparison to documented job descriptions. It was noted however, various cases where staff were asked to take on extra duties. For example, the director of admissions took on the responsibility of the marketing department due to the majority of staff leaving the unit. With the former president's departure, the provost and vice president of academic affairs became the acting president as well as dean of a division.

Below is a summary of currently employed at UCCI by section, nationality, and immigration status.

Nationality	Full-time Faculty	Full-time Admin	Part-time (PT) Agency Temps(AT)	Immigration Status*
Caymanians	11	21	2 PT, 2 AT	n/a
	0	1		WP
	1	0		WP
	2	0		PR & WP
	1	1		WP
	1	1		WP
	1			WP
	1			RERC
	1	1		WP
Jamaicans	15	3		1 RERC, 5PRs, 12 WPs
		1		RERC
			1 AT	PR
	1			WP
	2	2		WP
	4	3	1 WP	2 RERC, 6 WP
TOTALS	41	33	6	80
Caymanians				36
Residency & Employment Rights Certificates				4
Permanent Residences				7
Work Permits				33

* Work Permit (WP), Permanent Residence (PR), Residency & Employment Rights Certificate (RERC)

UCCI's Administrative Organizational Structure underwent changes in 2020 under the leadership of the former President. None or limited communication including staff and faculty involvement occurred which created concerns and growing anxiousness about these changes.

b. UCCI's Organizational Structure

- Internal Audit is an independent function from that of management and as such is not in a position to recommend specific courses of action that may be audited in the future. As such this report does not provide a recommended organizational structure for UCCI. However, a generic organizational structure is provided based on extensive research of other organizations of higher education on which UCCI may identify certain similarities. In addition, this section will highlight certain key best practices which would apply to UCCI.
- The faculty is the engine of any university, with the acting president also holding the position of PVPAA responsible for the faculty team. This has led to times when carrying out both roles has become a conflict. There was a clear example identified during our review.

The PVPAA reprimanded an employee who appealed the decision. Following the chain of command, it should have gone to the president and then to the AAC, however, because the PVPAA was the acting president she could not address an appeal against herself and instructed [REDACTED] to respond to the appeal, which they did. They agreed with the PVPAA [REDACTED] verbal and written warning decision.

The appeal letter from [REDACTED] to the faculty further penalized [REDACTED] by making four recommendations and ending the letter with *"NB: Following the Appeal Process, there is no further right of appeal. This exhausts the University College's procedures."*

The below Chart is as stated a generic structure, however there are a couple of key components that should be noted.

Due to the underlying output of the organization revolving around the educational component, only 1 VP is identified and that rests on the academic side of the organization. The concept of a Chief Operating Officer has been introduced on the administrative side. Thus, creating a clear separation of responsibilities between the education arm of the organization and the administrative arm. Also, of note is the clear separation of duties between the Finance and Human Resources functions.

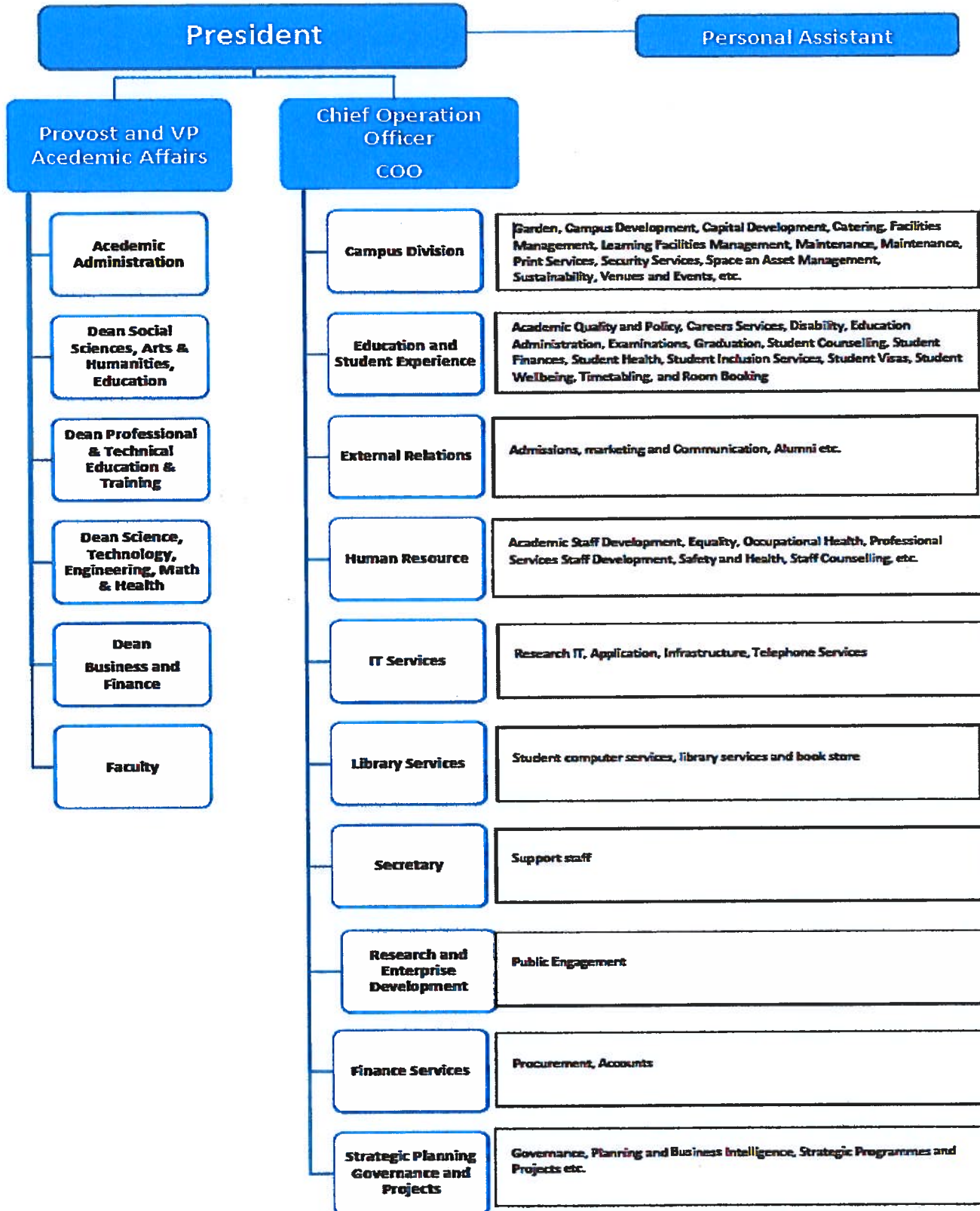


Figure 1 - Typical University Structure

8.5 Underlying issues regarding staff morale, and rationale for staff departures.

Communication

- a. A general online survey was conducted to gain an understanding of the environment from the perspective of staff at the University College of the Cayman Islands.

The response rate was extremely high in comparison to other similar survey exercises and after receiving an abundance of feedback where staff shared some of their concerns and issues, it became evident that staff interviews would be required with a sample of staff. The sample consisted of a small section of faculty, after which it was later opened up to any interested staff. In total, IAS interviewed 28 staff members and overall, it brought a further understanding of specific issues that the majority of the staff shared.

One of the initial questions asked to staff was about communication as this was seen as a major issue from the online survey.

We asked, "now that there is a [REDACTED], has the communication issue been resolved?" The results showed that 90% of staff expressed communication at UCCI continues to be lacking with some indicating that it had declined.

They collectively described their definition of communication by saying "it is usually open dialogue when it's one on one." The majority of staff members feel that the communication channel at the university is mainly directional. Senior managers only communicate after a decision has been made, when faculty can no longer have effective input or be a part of decision-making.

Other phrases that were used to describe the communication were:

- "grapevine communication (as in staff hear it on social media or amongst one another before it is generally communicated);
- last-minute communication (staff are told about meetings last minute, making it difficult to prepare for the meeting or it conflicts with class scheduling);
- lack of transparency; and
- inappropriate tone when communicating (some members feel that there is an aggressive, dictatorship tone when some senior managers are communicating.)

Lack of support for professional growth:

- b. When participants were asked this question, they looked at it from several points of view. Firstly, the staff acknowledged that the [REDACTED] emailed them daily encouraging them to tune into several webinars and access publications.

Secondly, although the annual UCCI professional development day, allows staff to collectively come together to learn about UCCI's ever-changing systems this did not meet the needs of a professional community. 27 out of 28 employees expressed that they were deeply unsatisfied with the professional development within the campus, more specifically faculty members with specialized expertise feel that their professional development isn't being financially supported, as a result, they have to pay out of pocket to keep themselves current.

Finally, staff also noted, that as part of some of their contracts, there is a portion of time to be dedicated to research and publications, this means the university should have some responsibility for providing an environment that supports this activity.

Other topics of concern noted by staff:

Incorrect JDs:

- c. It was stated that following the preparation of JDs with input from various staff members, edits were made which resulted in a discrepancy between the JD and the actual work performed. This then resulted in a potential inaccurate rating by PoCS.

Most staff expressed they were being underpaid due to the difference in duties on their JD versus the duties they are doing.

Additionally, staff voiced concerns regarding the additional JD requirement, where every professor is now required to have a doctorate degree. Some members have been working at UCCI for decades and feel that due to their age they do not see themselves obtaining a doctorate at this stage.

Unbalanced workload & no overtime pay:

- d. Staff indicated that there was an unbalanced workload and an expectation that staff are to be reachable and available to work even if it is outside regular work hours with no additional compensation.

An example of this is, in the JDs it is noted that a portion of their duties requires members to partake in research and community service in addition to teaching and marking papers etc.

The unwritten expectation is that if this requirement is not completed within regular working hours, staff members are to then work on weekends or during school breaks, or after working hours. Due to this, employees feel there is little work-life balance.

Understaffed Resources

- e. Over the past 2+ years, UCCI has lost valuable staff members. Some of which have invested long service and decades of experience in the university. After their departure in some cases, positions remained vacant with an increase in the use of adjuncts.

Staff pointed out that adjuncts are persons that advance the students learning by bringing industry real-life experiences, however, they are part-time staff, therefore do not have UCCI office hours and are not in a position to support students in an advisory role which can be seen as a disadvantage for students as some students use office hour to discuss any personal issues or concerns with the course thus far. However, faculty are required to fill the 'adjunct advisory gap'.

Adjuncts are only paid for the time teaching classes; they are not required to create a curriculum or research or even community service like faculty are mandated to.

At the moment faculty are now required to have a doctorate degree, but some adjuncts do not even have a degree and if they do most are outdated. Most are not teachers therefore they do not have the skill set to adjust and use different teaching styles depending on the class and student's needs.

Some students have communicated to faculty that adjuncts do not have passion, this could be because adjuncts have full-time jobs they are not as intuitive and energetic when teaching in the afternoons or evenings.

Inconsistencies in the recruitment process

- f. Some members shared that when they applied for a higher position, they were told they do not meet the minimum qualifications, yet when the position was vacant, they were acting in the role.

Upon the arrival of new employees, existing staff were expected to show them how to do the job of the senior position. Additionally, there were other cases where staff members applied for higher positions and did not receive any formal feedback as to whether they were the successful candidate, or what was lacking.

A staff member recalls finding out she was unsuccessful in a staff meeting, hearing it for the first time when the successful candidate now a new employee was introduced.

There were also cases where staff shared how uncomfortable their interview was during the recruitment process. They mentioned the panel members were not experienced or qualified in the specific field and therefore, could not answer any direct questions the interviewee had.

In one particular case, there was a panel where a member was in the same department and the interviewee supervised them.

Employees were asked what qualities the next President should have.

- g. They mentioned the president should be kind and compassionate, as they see that as a [REDACTED].

The president also should be fully transparent with staff. Staff should not be made aware of valuable information through social media or news articles first.

They should also be respectful and know that staff are fully dedicated to UCCI. However, they are not available 24/7 and should not receive emails or any correspondence on weekends or at late hours in the night (if it can be avoided.)

The president ought to be patient in developing trust with staff. The new President should be made aware that staff at this moment have lost trust and morale is low and whoever takes up the role should keep that in mind when making any decisions.

They also mentioned it is essential for them to have a vision for UCCI and to share that vision with the staff. So that everyone is aware of the direction UCCI will follow.

They also need to look into putting the students back as the main focus. This means investing in hiring faculty.

They also need to have integrity and treat all staff fairly. This includes not separating admin staff and faculty, treating admin staff like senior management and faculty like subordinates, but rather thinking of everyone as a work-family moving towards a common goal.

Also, not discriminating against Caymanians / or foreigners. It was observed by the interviewed staff that there has been a number of Caymanians who were forced out of their positions and replaced with foreigners. UCCI needs someone who is a natural leader. Someone who listens to staff and takes their issues and concerns seriously.

How happy are you working at UCCI?

- h. On a scale of 1 to 10 for administration and environment, 21 persons rated it from 0 to 6, however for their job, and the UCCI students, 13 persons rated 7 to 10. The Majority of participants noted that if it wasn't for the student they would have left as the environment is very toxic.

How happy are you working at UCCI?

Data gathered from interviews





Question: on a scale of 1 to 10 what is your Job Satisfaction?					
Disappointed & disheartened*					Happy & rewarding*
Classifications	Admin/Environment*		Job/Student*		
Scale 0 -10 →	0-3	4-6	7-9	10	
# of persons responded	9	12	7	6	

Table 1 - *Classifications identified by participants

8.6 Merit Base Programs and Remuneration Policy

UCCI Administrative Stipend and Head of Department Allowance

- a. A fixed monthly administrative stipend was paid to a member of faculty who has been assigned administrative duties for example to perform in the capacity of Chair of an Academic Department or Program Director.

Purpose of the Department Chair position as per the Job Description was:

- To supervise the academic and operational elements of the Department to promote academic excellence through institutional commitment, teaching and learning, service, and research. This involves departments' curriculum, operations, budgeting, faculty, and student management. Act as a liaison between the faculty and administration
- The appointment is for three years and can be renewed by reapplying if performance is satisfactory. In addition to their faculty position responsibilities
- Faculty was paid an extra \$400 for these duties, as documented in the Salary Policy, this allowance was removed with the replacement of Department Chairs with Deans.

Comparison to a Subject Leader (SL) at the Government Public Schools performing similar duties

- b. SL is appointed for a maximum of two academic years. This opportunity is offered to all teachers across the system to access development/management experience. The SL role is advertised internally for the teachers to apply including the serving SLs, a duty allowance between \$300 and \$500 is paid depending on the number of staff in the unit.
- When CIG did their teachers' pay restructure and pay stagnation review the SL allowance was not included in calculating their based salary, unlike UCCI which impacted the calculation.

Administrative Head of Departments also received a \$400 allowance

- c. The Salary Policy states, "a stipend shall be paid to Heads of Administrative Departments to whom comparative responsibilities have been assigned as part of their core function."
- d. With the implementation of the PAA Section 47, UCCI added the administration and head of departments responsibilities to the relevant job descriptions. Thus, the need for additional allowances was removed.

Adjunct Faculty Compensation

- e. Adjunct faculty are hired from time to time on a part-time, semester-by-semester basis, and are paid a fixed rate per class, spread evenly over the length of the class and paid at the end of each month. According to the Salary Policy, the rates are:

- Graduate & Post Graduate Programs: \$100/hr.
- Associate & bachelor's degree Programs: \$40/hr.
- Certificate Programs: \$30/hr.

9. CRM Program Review

- a. Slate is a comprehensive system platform for travel management, admissions and enrolment management for both new students and returning alumni for advanced programs. It was designed and developed exclusively for higher education by Technolutions a software company based in Connecticut, United States. In October 2019, the UCCI acquired a license to use the system through a "Master Services Agreement" ("MSA"). Per the "MSA", Technolutions would license, host, and support the Slate Information management system for UCCI. A subset of available features that are used by UCCI include:
- outreach for prospective students
 - application process
 - application review process
 - post application process
 - data management for mailing lists including alumni
 - Integration with organisation (UCCI) branding.

The cost of this service is [REDACTED] every six months. The MSA runs through to [REDACTED]

- b. UCCI uses Slate to manage prospects and applications as well as admissions of students. Once the applicant has been admitted, they are moved over to the Student Information System "Blackbaud". Based on existing data from 2020 (when Slate was implemented) to 2021, on average 1,636 applications are managed in Slate per year.

9.1 Detailed Observations

Lack of Documentation

- a. No evidence was found to show that a clearly defined project scope had been established and approved prior to acquiring the Slate system. A scope is important to;
- Clearly define the intended functionality the system is to provide to the users,
 - Identify the system features that exceed or fail to meet the intended user requirements,
 - Describe the current systems that the required application package is expected to replace, integrate or interface with, and
 - Identify responsibilities and accountabilities for the project as well as authority limits for scope changes through the establishment for example of a Project Steering Committee.

Such a system scope should be clearly communicated, reviewed by senior management and approved by the appropriate governance body. This initial scope of the project should be established through a feasibility study, in alignment with existing IT strategy. No evidence of such

a strategic plan was found during the course of the review or the establishment of a Project Steering Committee or similar such oversight body.

The lack of such documentation and oversight functions reduces potential mitigating factors thus leaving in place inherent risks such as;

- Misunderstanding on behalf of management regarding the nature, scope and purpose of the new system, thus allowing senior management to form their own interpretations which could deviate from the actual system deliverables.
- Uncontrolled scope creep resulting in potentially inflated costs to UCCI.

- b. There was no evidence that a business case and accompanying budget was prepared and approved. A business case would identify particular selection criteria and expected performance metrics on which to assess and inform vendor preference. An approved budget should be in place to establish a base line for accountability and act as a potential mitigating control to avoid scope creep. The budget should be defined, segregated from other projects and in alignment with the business case.

The business case should describe the reason for the request, expected benefits, estimated cost, cost savings if relevant or potential revenue generation. There was no evidence of such metrics being established to aid in vendor selection criteria.

- c. One of the aspects that may have led to the lack of documentation being available for review is the lack of a retention policy.

For example, IAS was informed that the decision to acquire Slate was approved by the Board of Governors. However, no such documentation around the approval, vendor selection and subsequent acquisition was retained.

Having a Records Retention policy/framework is an important practice in any organization in order to maintain important historical records of decisions and other key pieces of information. Such information should be retained for a specified required of time for administrative, financial, and legal purposes. Such a policy should address both paper documents as well as electronic records. Such a policy should follow the guidelines established by the National Archive and Public Records Law.

Such a policy would include the retention of records for future IT projects similar to the Slate acquisition IT project including the steps taken in system acquisition, and project governance matters such as approvals.

- d. Due to the lack of historical information IAS is unable to provide assurance that the current Slate system has been designed and is operating as originally intended.

Value for Money Assessment

- e. IAS performed a value for money assessment (VfM) for the implementation of the CRM. This VfM assessment was performed with the aim to support accountability with UCCI as well as reflection, learning and performance improvement on the acquisition of the Slate system. This assessment may provide better evidence and benchmarking of sound resource management, delivery, outcomes and impacts to inform similar future projects.

A VfM assessment would typically focus on three key areas:

- **Economy:** Spending less i.e. minimising the cost of licensing, while bearing in mind quality and meeting business needs.
- **Efficiency:** Is the system functioning in a manner intended to achieve results.
- **Effectiveness:** Are the quantitative and qualitative outputs meeting desired targets.

As indicated above, UCCI management did not retain any evidence to show that business requirements were established before a system was acquired. However, to determine an appropriate base for comparison, IAS used other known CRM systems that perform the same function as the acquired system i.e. admissions and enrolment management.

IAS then collated the necessary information from various sources in order to construct a comparable framework as outlined in the tables below in relations to Economy and Efficiency.

Internal Audit Report

VfM		[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
	Description	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Economy	Estimated Pricing	[REDACTED] per student	[REDACTED] per student	[REDACTED] student per	[REDACTED] per student
	Rating (1 being the most economic)	1	4	3	2
Efficiency	Training	Documentation In person	Live Online Webinars Documentation Videos	Live Online Webinars Documentation Videos	Live Online Webinars Documentation Videos
	Meets Requirements	8.8/10	9.1/10	9.6/10	9.2/10
	Ease of Use	8.2/10	9.2/10	9.6/10	8.2/10
	Ease of Setup	6.1/10	9.0/10	10/10	7.7/10
	Ease of Admin	7.3/10	9.3/10	9.6/10	8.8/10
	Quality of Support	8.0/10	8.4/10	9.6/10	8.8/10
	Rating (1 being the most efficient)	3	3	1	2
	Overall Rating*	4	7	5	4

*Overall Rating: Where the smallest number is the highest Rating.

f. **Economy**

From the table above based on price per user, [REDACTED] do not appear to have a tiered cost structure similar to Slate. UCCIs' cost is based on a 1,500-student limit. [REDACTED] The current tiered cost structure is beneficial to UCCI given the magnitude of the current potential student body.

g. **Efficiency**

Based on efficiency attributes such as meeting requirements (admission and enrolment), ease of use, ease of setup, ease of admin, and quality of support and the nature and size of UCCI [REDACTED]

h. **Effectiveness**

In order to assess Effectiveness key metrics would need to be obtained to compare pre and post Slate implementation. Such metrics could include the length of time staff would need to be involved with potential students to assist in their registration, client satisfaction results to measure any change in customer experiences. Key Performance Indicators are currently not being maintained and thus IAS did not provide an assessment on the Effectiveness element.

i. **Conclusion**

Based on the limited scope of the review of other system used in admissions and enrolment management, and given the limited information available in relations to the assessment of effectiveness, IAS concludes that the current Slate system to be fit for purpose as a CRM.

j. **Opportunity for Improvement**

[REDACTED]

[REDACTED]

[REDACTED]

10. Organizational Budget Review

- a. The PMFA outlines the entire budget process, the powers, and limitations of all government entities, and the reporting requirements. According to Section 50 of the PMFA (2020 Revision), each statutory authority and government company shall prepare and execute two-yearly ownership agreements with the Cabinet for successive periods of two financial years. The OA ensures that the ownership performance expectations for the financial years are clearly specified and agreed upon by Cabinet and the Board of UCCI.
- b. Section 49 of the PMFA (2020 Revision) requires UCCI to prepare a Purchase Agreement (PA) that specifies all the outputs the Cabinet will purchase from UCCI.

10.1 Budget Formulation and Monitoring

Lack of formal budgetary framework

- a. To comply with these requirements of the PMFA, UCCI prepared and submitted an ownership agreement (OA) to Cabinet, which included the forecasted financial statements for the relevant two years.
- b. The reviewed OAs included the nature and scope of the activities carried out by UCCI, strategic goals and objectives, ownership performance target, summarized forecast financial statements, and other financial information.
- c. In addition to the OAs, for 2019-2021, UCCI prepared PAs, which show the outputs that the Cabinet of the Cayman Islands Government and UCCI have agreed that UCCI will deliver and the Cabinet will purchase during a two-year period.
- d. At the University level, there is no formal framework to govern the budgetary process, even for reporting to CIG. Consequently, there is an absence of formalized procedures, mechanisms, arrangements, restrictions, and responsibilities to guide budgetary activities, as such IAS is unable to provide a reasonable level of assurance regarding the effectiveness of the budgetary process.
- e. UCCI was not able to provide supporting documentation in support of the budgetary process for 2019 and 2020. In May 2021, a revised budget (income statement) was approved by the Audit and Finance Committee (AFC), a sub-committee of the Board of Governors. The amounts in the revised budget differed from the forecast budget included in the OA. The revised 2021 budget was prepared by the VP, Finance and Business based on anticipated changes to the 2021 revenue and expenditure profile at the time of

preparation. UCCI does not follow a formal process in deciding when a budget should be revised, and there is no readily available written rationale for the revision.

No clear link between the departmental organizational structure and the prepared budget

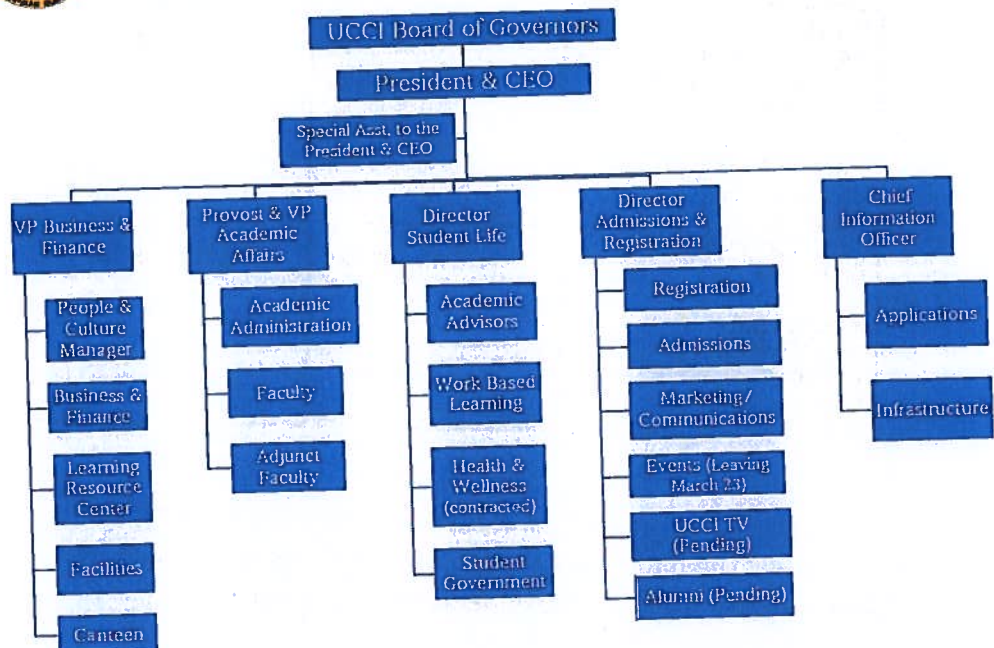
- f. UCCI has an organizational chart which illustrates the organizational structure. The 5 broad categories are;
- Business and Finance,
 - Academic Affairs,
 - Student Life,
 - Admissions and
 - Registration and Information Technology.

The organizational chart below shows that each category has other sub-categories. In order to assess the connection between the organizational structure and the budget, we reviewed the OA, revised budget and actual performance focusing on the expenditure.



**UNIVERSITY COLLEGE
CAYMAN ISLANDS**

ORGANIZATIONAL CHART: PRESIDENT & CEO



- g. As shown below, the OA for 2020/2021, approved by the Chairman of the Board on September 24, 2020, shows the expected revenue and expenditure for UCCI. The forecasted budget concentrates on Outputs to Cabinet, other government agencies and others as well as any other income. The Majority of the Outputs to other government agencies comprises of revenue from POCS and Ministry of Tourism. The Outputs to others include Tuition Fees from non-governmental students and book shop sales. The personnel

costs, supplies and consumables and depreciation expenditure line items on the operating statement are presented at a high-level but the accompanying disclosures provides the detailed breakdown.

Extract from OA

**THE UNIVERSITY COLLEGE OF THE CAYMAN ISLANDS
FORECAST OPERATING STATEMENT
FOR THE YEARS ENDING 31 DECEMBER 2020 AND 31 DECEMBER 2021**

	Note	2020 12-Month Budget \$	2021 12-Month Budget \$	2019 12-Month Forecast \$
Revenue				
Outputs to Cabinet		6,678,322	6,678,322	5,917,726
Outputs to other government agencies		636,691	536,591	530,750
Outputs to others		2,616,283	2,616,283	2,562,223
Other Income		367,385	367,385	342,386
Total Operating Revenue		10,198,581	10,198,581	9,353,085
Operating Expenses				
Personnel costs	1	6,921,383	6,921,383	5,908,154
Supplies and consumables	2	2,535,224	2,535,224	2,742,631
Depreciation	3	712,644	712,644	620,934
Finance Costs		29,366	29,366	29,366
Other operating expenses		-	-	-
Total Operating Expenses		10,198,581	10,198,581	9,301,085
Net Surplus / Deficit for the year (Before Ownership Exps)		-	-	52,000

- h. In May 2021, a revised budget was prepared by the VP, Business and Finance and approved by the AFC. The budget is prepared at high level which hampers the ability of the AFC to add value in scrutinizing the budgetary expenditure.
- i. In terms of line item presentation, there are some inconsistencies between the OA and the revised budget which makes it challenging to analyze and identify changes in amounts. The expenditure on the budgets are in broad categories, which limit detailed scrutiny and analysis. For example, the revised budget has operating expenses which is 10% of total expenses and include at least 15 expense categories. Similarly, the OA has a Purchase of

services category which is 48% of Supplies and Consumables and include several other expenses. We also reviewed 2019 and 2020, and a similar trend was observed.

- j. As shown below, on an annual basis, the VP, Finance and Business prepares budget to actual analysis for the Annual Report which is presented to the AFC and made public on UCCI's website. The report generally compares revised budget to actual for the income statement by showing the % movement and variance explanation for any significant differences.
- k. Our inspection of the OA, revised budget and the actual performance reveal that there is no apparent connection between the financial information presented in the documents and the organizational structure for expenditures. For example, there is a Marketing/Communications Unit but there is no indication of its link to the overall financial information of the University presented to the Board for review and/or approval.

Actual Performance (Extracted from Annual Report)

Table 1
University College of the Cayman Islands
Statement of Surplus (Deficit)
For The Year Ended December 31, 2021 (With Comparatives)

	Actual Current Yr. 1/1/2021 to 12/31/2021	%	Budget Current Yr. 1/1/2021 to 12/31/2021	Prior Year Audited 1/1/2020 to 12/31/2020
		Var.		
Income				
Cabinet Purchases	\$6,919,100	8.6%	\$6,678,322	\$7,057,482
Tuition Fees	\$2,380,886	-0.1%	\$2,382,211	\$2,182,325
Book & Other Merchandise Sales	\$483,108	7.8%	\$448,280	\$468,422
Revenue from other SAGCs	\$528,750	-16.0%	\$629,403	\$606,361
Other Income	\$600,563	-6.0%	\$638,678	\$628,151
Total Income	\$10,912,407	1.3%	\$10,776,894	\$10,942,742
Expenses				
Salaries and Wages	\$6,490,983	-2.5%	\$6,655,754	\$6,570,406
Pension Employer's Contribution	\$280,322	-6.1%	\$298,570	\$309,152
Operating and Maintenance	\$2,203,472	96.0%	\$1,620,023	\$1,699,838
Depreciation	\$647,155	9.7%	\$623,973	\$728,744
Supplies and Materials	\$530,512	-1.9%	\$541,049	\$481,799
Utilities	\$364,989	-5.9%	\$387,685	\$387,685
Travelling and Subsistence	\$30,331	5.0%	\$28,889	\$25,653
Campus Rental Expense	\$72,000	0.0%	\$72,000	\$72,000
Insurance	\$134,689	4.7%	\$128,669	\$118,206
Health Insurance Employer's Contribution	\$203,750	-1.4%	\$206,662	\$207,649
Irregular Expenditure	\$2,639			\$59,249
Bank Service Charges	\$42,109	20.2%	\$35,037	\$35,037
Bad Debts Recovered	(\$95,152)		\$5,000	(\$77,997)
Foreign Exchange (Gain)/Loss	\$1,880	-134.7%	(\$5,417)	(\$5,417)
Total Expenses	\$10,909,679	2.9%	\$10,597,894	\$10,612,004
Net Surplus (Deficit)	\$2,728		\$179,000	\$330,738

- l. Currently, no departmental level budgets are prepared for oversight by the Board as the budgets are maintained for the entire University.

- m. Salaries and wages as an expense is presented at the University level which hinders the ability to account for any movement in personnel between departments and the related expenses.
- n. The University's failure to show a clear link between the organizational structure and the budget makes it difficult for the Board to make financial allocation decisions consistent with its structure and certain activities of importance.
- o. To bridge the gap, the University should prepare budgets at the departmental level which will provide more precise information about expenditure, spending habits and enhance transparency and accountability. This will result in a bottom up approach to budgeting and provide better financial information for the overall budgetary process.

Opportunities to improve budget oversight

- p. We reviewed 15 financial reports during the scope period. Some of the reports were provided by the VP, Business and Finance and not presented to the AFC based on our review of the available meeting minutes.
- q. Most of the financial reports have an Executive Summary showing only a high-level performance overview of the financial performance and financial position of UCCI, which includes a comparison of the budget to the actual amounts with some commentaries to explain significant variances.
- r. For March and April 2021, no mention was made of the budgeted amounts in the monthly financial reports. For September 2021, the budgeted figures were presented but no explanation was provided for the variances.
- s. From our review, UCCI does not reallocate budgeted funds between expense line items to take into consideration any anticipated changes in budgeted needs during a financial period.
- t. Budgetary reallocation is integral in making sure that any significant changes to resource needs are appropriately considered and approved by the Board. In the context of UCCI, budgetary reallocation would be most efficient at the departmental level and allow for accountability and transparency in the use of funds within the financial period.

10.2 Marketing & Promotion

- a. One of the Strategic Goals listed in the UCCI 2021 Annual Report is “UCCI will develop a multi-faceted communication strategy that clearly defines the university college as an institution that meets the needs of its internal and external clients and stakeholders. This strategy will create a lasting and positive image that will assist UCCI in increasing its student population and financial resources to sustain and grow them over time.”
- b. The Marketing, Public Relations and Alumni Unit (MPRAU), with the cooperation of the Admissions and Registrations team, is primarily responsible for the **overall brand management and marketing** of the UCCI.
- c. In 2020, the MPRAU comprised of the Director – MPRAU and an Events Executive. A Marketing Assistant – Trainee was hired in 2021. [REDACTED]. Consequently, the marketing and public relations duties were assumed by the Director – Admissions & Registration in addition to the usual responsibilities of the current role. The arrangement remains in effect during the audit period.
- d. The following are the key accountabilities and expectations from the MPRAU:
 - Establish and maintain a programme of internal communication
 - Media management & engagement and participation in the promotion of outreach programmes
 - Development of University publications and electronic communications
 - Gather and write news releases and stories for print, broadcast, and social media; coordinate the distribution of news clips on and off-campus
 - Direct all ongoing marketing, community, public, media, and alumni relations initiatives
 - Formulate and implement an integrated marketing communication programme to promote UCCI’s academic, co-curricular and extra-curricular offerings
 - Provide marketing and PR support for UCCI’s special events
 - Develop engagement programme for alumni

10.3 Marketing and Promotion Budget Allocation and Management

Undisclosed Approved MPRAU budget

- a. Organizations must allocate funds to support their marketing and public relations (PR) efforts to support revenue and growth goals. A budget ensures that the amount of money spent on various marketing and PR functions will create the greatest benefit for the organization.

- b. As noted above the overall UCCI budget is managed centrally and collectively within the Finance Unit. Hence, individual units within the UCCI do not have a defined approved amount communicated to the unit's head.
- c. In the absence of a formally defined budget the Director – MPRAU referenced their job description to ascertain the MPRAU's annual budget.

It was also noted that other heads of departments also refer to a budget amount in their job descriptions. Good governance principles do not align with this method of budget allocation.

Exhibit 1

Excerpt: 'Budget Oversight' per the Director's Job Description

11. DECISION-MAKING AUTHORITY AND CONTROLS

The post holder may take decisions on matters within the ambit of the principal accountabilities. Generally, various projects assigned and within the overall guidelines established for the Department's operation. Budget oversight of \$200,000.

- d. MPRAU annual reports for 2020 and 2021 showed total expenses of \$98,203 and \$220,139 respectively.
- e. When a budget is not allocated correctly and not communicated to key personnel, risk of not meeting intended outputs rises as does the chance of a budget overspend thus affecting UCCI as a whole. Either of these two scenarios is a risk that could be mitigated with proper budget controls.

10.4 Marketing Plan

Lack of Marketing Plan

- a. An annual marketing plan should be created for an organization to be proactive in its strategic goals. The plan should serve as a guide to ensure that marketing activities are relevant and timely to achieve UCCI's objectives. While an established budget is important, it is equally vital to track goals to ensure the maximization of the budget.
- b. Whilst an Annual Report is being prepared to summarize the yearly achievements of MPRAU, no Marketing Plan was found on file.
- c. Failing to develop a marketing plan can result in budget problems, uncoordinated promotion strategies, ineffective tracking of which marketing approaches work, and lack of measure of marketing effort results.

10.5 Marketing and Public Relations Activities

- a. 2020 was an atypical year for UCCI due to Covid-19, where they switched from face-to-face operations to remote work. Per the 2020 Annual Marketing, PR and Alumni Report, the most considerable expense for the year was for Media which totaled \$51,208 representing 52% of the total expense of \$98,203.

In 2021, Media expenses rose to \$96,861 (89% increase from 2020), as shown in the 2021 annual report. The amount is 44% of the total expense of \$220,139.

Unreconciled Expense Amounts

- b. The breakdown of expenses for 2020 and 2021 was shown in an Excel spreadsheet. It was noted that the nature of expenses and the corresponding amounts could not be easily matched with the figures stated in the annual report. The overall yearly totals, the per-month breakdown and the itemized ledger amounts do not reconcile.
- c. Expense allocation between marketing and public relations is not maintained. Properly identified expenses are useful information necessary when making sound management decisions such as approval of funding to activities or publications or media that yield the best result.
- d. Given the unreconciled balances, IAS is unable to provide a reasonable level assurance that the amounts in the 2020 and 2021 Annual Marketing, PR and Alumni Report are accurate.
- e. The MPRAU should ensure that expenses are monitored correctly and consistently at regular intervals during the financial year. Recorded information should be accurate, easy to follow, consistent in recording the types of expenses, and kept simple.

Marketing Campaigns and Public Relations Activities

- f. Information gathered from the annual reports, the campaigns, publications, events, and activities initiated and undertaken within 2020 and 2021 appear to align with UCCI's overall strategic goal.
- g. However, it was noted that no information was provided relating to the number of hours spent by MPRAU members of staff or other UCCI personnel engaged in key activities such as the following:
 - preparation & editing of press releases,
 - creation of videos & graphics,
 - writing & editing social media posts,
 - hosting of events and/or coordinating university-wide projects
 - updating of online bulletins,
 - editing of webpages,

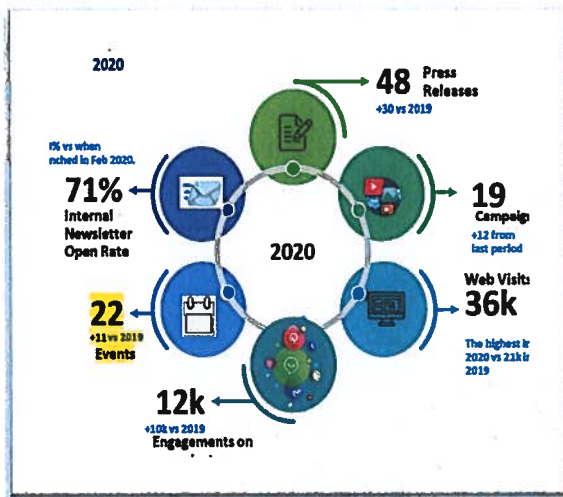
- editing & sending mass emails

It is acknowledged that MPRAU may engage external service providers; the hours spent in the above example activities are relevant information that management may use to measure MPRAU’s performance of their responsibilities and that the cost involved in their delivery, in the form of salary.

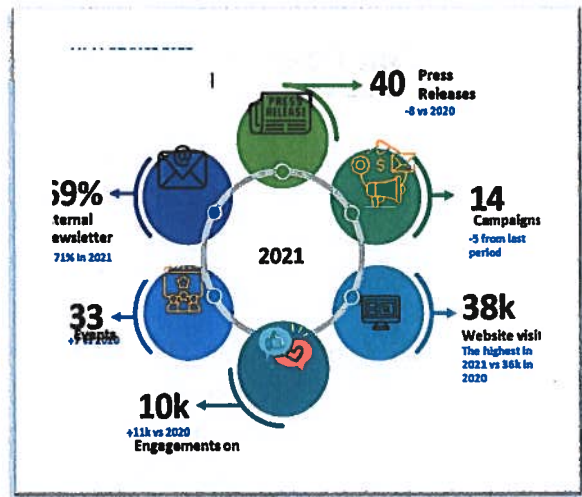
- h. The annual reports provided graphical presentations of the level of audience engagement which were useful in quantifying the depth of reach of the various media used. Below are snapshots from the 2020 and 2021 annual reports:

Exhibit 2
Excerpt: From 2020 and 2021 Annual Report

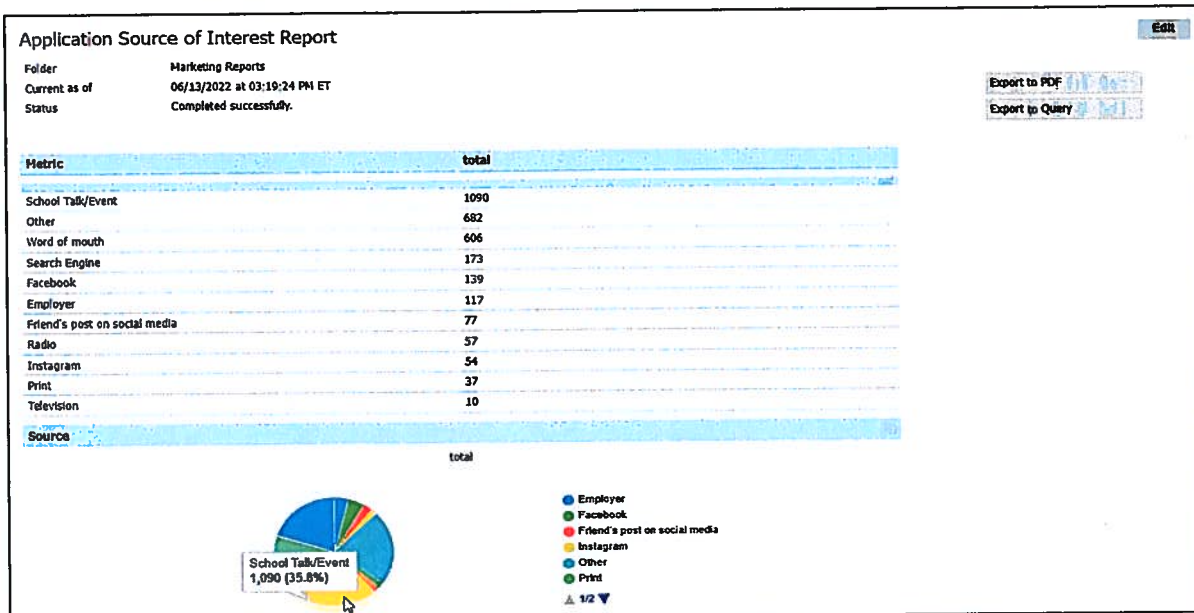
2020 – At A Glance



2021 – At A Glance



- i. However, there was no available information on whether an analysis was made to determine which marketing activities yield the best result in promoting UCCI’s academic, co-curricular and extra-curricular offerings.
- j. The CRM application system was configured whereby students/applicants could indicate where they heard about their study programme of interested. Such information should be used to help focus marketing activities in the area of greatest benefit to UCCI’s goals.



10.6 Public Relations

- a. Public relations are essential in any organization. The Director – MPRAU is expected to build and maintain a favorable public image for UCCI. As written in the previous sections, press releases and social media messages are created to shape public opinion of UCCI and increase awareness of its brand.
- b. Public relations responsibilities include, among others:
 - Responding to requests for information release
 - Establishing and maintaining relationships with consumers, community, employees and existing / prospective students
 - Writing press releases and other media communications to promote UCCI
 - Maintaining of social media accounts

Public Relations / Issue Management

- c. From the responsibilities listed above, part of maintaining the positive public image of UCCI is the management of the negative publicities/ news to reduce the harmful effects on the University's reputation.
- d. We did a Google search of UCCI news within the last 4 years. Various online sources listed news articles that tainted UCCI's reputation externally and internally.
- e. To handle the situation, it was noted that UCCI had undertaken the distribution of statements and information to the relevant media. However, there was no evidence that best business practices for managing a public relations crisis were followed.

f. Under the direction of the UCCI President, the Director – MPRAU has primary responsibility for developing and implementing a Public Relations Management – Guidelines. Best business practices on public relations crisis management suggest the following key steps for managing a public relations crisis:

- Appointment of a response team or confirmation of the primary spokesperson
- Fact gathering. Verification of the accuracy of reports & correcting the record as needed.
- Identify and address the affected parties.
- Devise a strategy on how queries will be answered. Develop the message and seek approval from the relevant authority. Distribution of initial message to key stakeholders and all internal 'public access' points. Distribution of approved information to the media
- Monitor the situation.
- Review and learn from the situation.

It is also suggested that the relevant personnel within the MPRAU should undertake the necessary training for dealing with a public relations crisis.

g. PR crisis can have a material impact on UCCI's ability to deliver its services since a tarnished reputation could translate to loss of trust.

11. It Strategy Review

Governance

IT Department Structure

a.

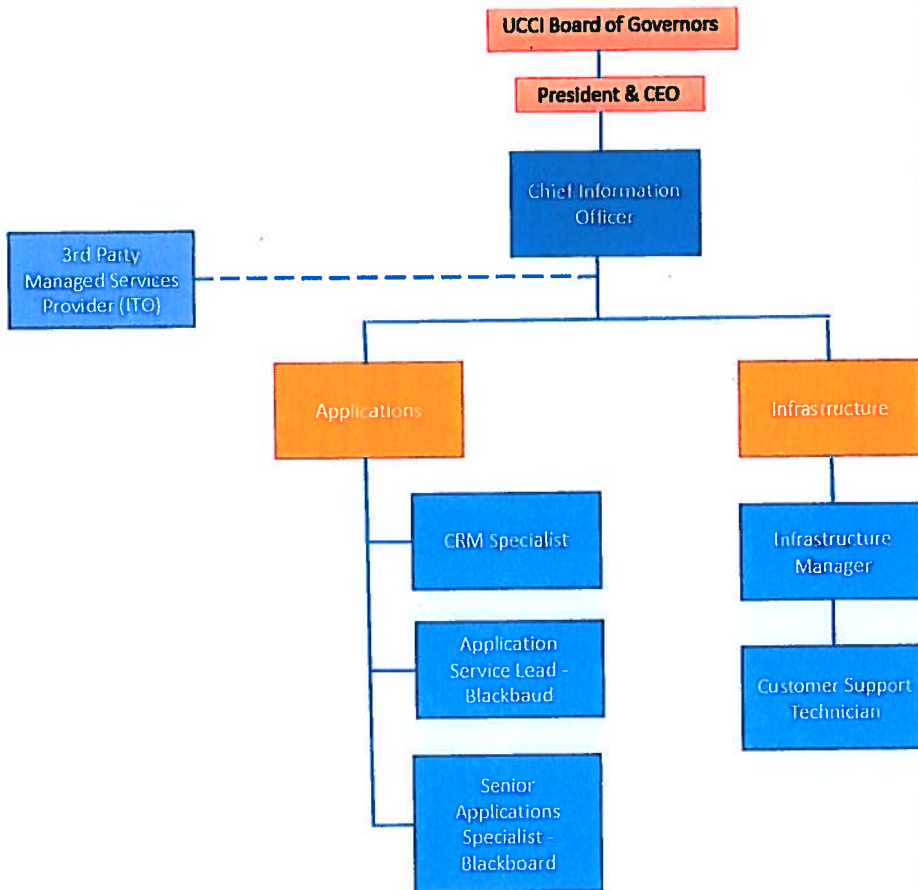


Figure 2. - - Organizational Chart: CIO Department Reporting Structure

User Profiles & System Access Controls

b.



Name of System	Basic Functions	Read-Only Setup
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

c.



Information Technology Meetings

d.



IT Oversight

e.



IT Policy Framework

f.



[Redacted]

g.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

h.

[Redacted]

Virus Handling

i.

[Redacted]

Best Practices and Standards

Software Acquisition

j.

[Redacted]

[Redacted]

Data Integrity and Availability

k.

[Redacted]

Application Life Cycle Management (ALM)

l.

[Redacted]

[Redacted]

Access to Data Files

m.

[Redacted]

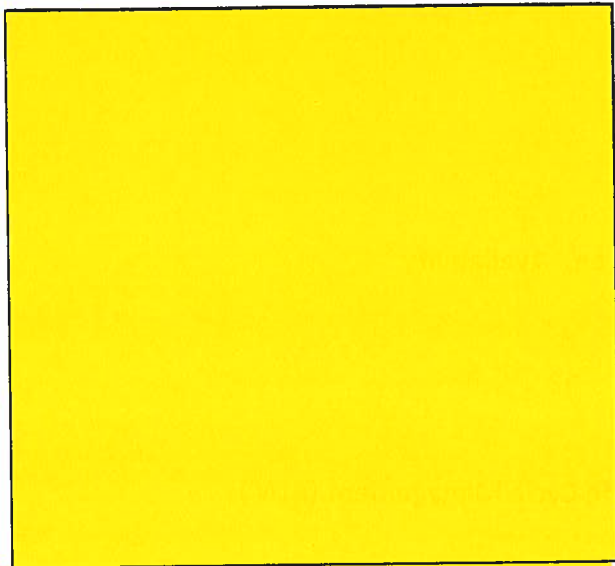
Environmental Monitoring – Server Room

n.

[Redacted]

[Redacted]

[Redacted]

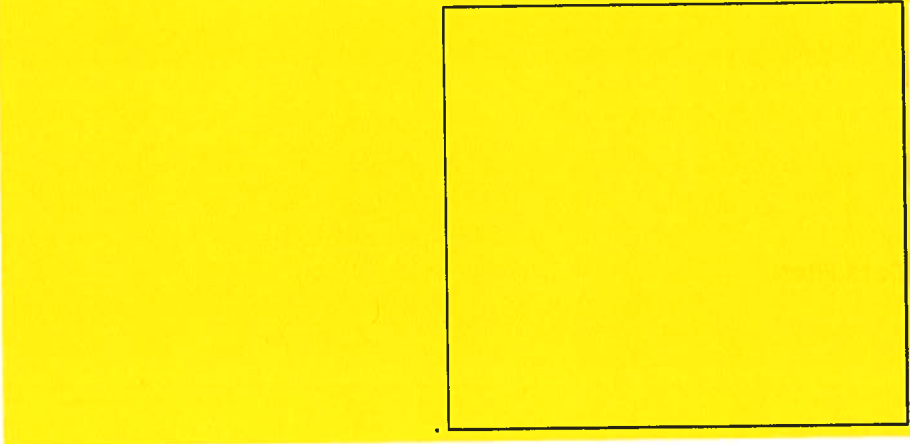


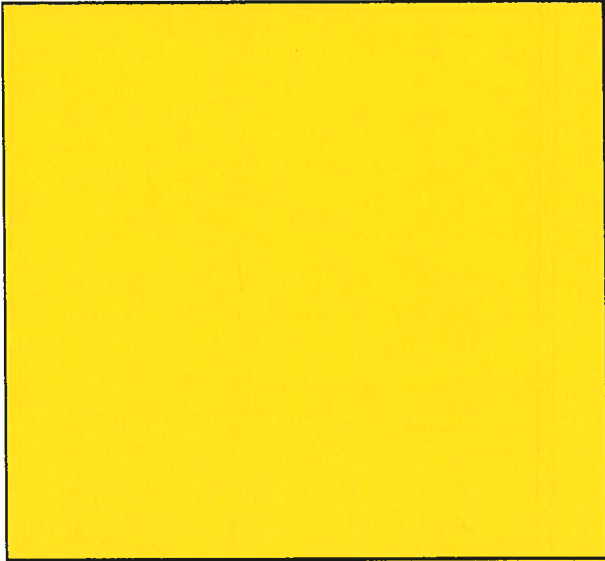
[Redacted]

Power Supply Resources – Server Room

o.

[Redacted]





Communications Network

p.



Cable Management

q.



[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

[Redacted]

Access Log and Infrastructure Inventory Log - Server Room

r. [Redacted]

[Redacted]

Data Back-Up Management

s.

[Redacted]

[Redacted]

Disaster Recovery Plan

t.

[Redacted]

Business Impact Analysis

- u. A business impact analysis (BIA) predicts the consequences of business disruption and gathers information needed to develop recovery strategies. For example, absence of essential employees and damage to, loss or corruption of information technology including voice and data communications, servers, computers, operating systems, applications, and data. Potential loss scenarios are identified during the risk assessment portion of the BIA. Scenarios addressed include operation interruptions that are caused by supplier delays or failures.

Best practices stated that a BIA should be conducted every two years. An analysis was performed as a part of the 2020 Continuity of Operations Plan. It considered several points normally covered by a BIA but was limited to preparation and recovery in the event of a hurricane. A full BIA was not conducted.

Identifying and evaluating the impact of disasters provides the basis for investment in recovery strategies as well as investment in prevention and mitigation strategies.

RECOMMENDATIONS

Recruitment & Staff Development Practices

- 1** A process should be established to ensure that each recruitment process is formally documented and all panel members sign the panel report. An HR representative should be on the interview panel and take responsibility to write a summary of the interviews.
- 2** In complying with PAA section 41 (6) (b) the president should ensure that each panel member signs a 'no conflict of interest' declaration when participating in an interview process to avoid biases.
- 3** To enhance the performance management process managers should have a discussion with staff at regular intervals before finalizing the performance assessment. The outcome of the discussion of the development plan should be included in the performance assessment document.
- 4** Before implementing a merit pay program also known as performance-related pay a review should be conducted to weigh the potential benefits against the negative repercussions.
- 5** Management should consider the reinstatement of the Academic Ranking and Promotion.

Salary Grade Implementation

6 UCCI should establish a formal evaluation committee of formally trained job evaluators. Such a committee should consist of a minimum of three members of staff from the HR Unit and from those appointed to managerial positions. In addition, the deliberations and outputs from this committee should be included in the recommended Records Retention Policy.

7 UCCI should use the observation noted in this report to rectify the inconsistencies in pay and align remuneration with Employment Contracts including the removal of temporary stipends and allowances as well as review the Remuneration Policy to ensure alignment with UCCI intended objectives.

8 UCCI should prioritize the migration of data from Breathe-HR to Blue Bison and implement the necessary validation steps to ensure complete and accurate transfer of all intended data.

Governance Review

9 The HR Policy and Procedure Manual 2021 should be reviewed and revised as necessary including consultation with all faculty and staff. Pending review and approval of a new HR Policy, management should consider reverting to Employee Handbook: Administration, Faculty and Staff Manual 2013. Once the process is completed the faculty and staff should be provided with a copy of the new HR Manual.

10 The Executive Leadership Team, in consultation with the Faculty Representative and with input from staff, should develop and action plan/strategies to strengthen staff moral and improve professional development.

11 New or revised Job Descriptions whether evaluated by the UCCI People and Culture Manager particularly JDs with significant changes should be sent to POCS for re-evaluation. Ensure that the updated Job Descriptions show segregation of duties in alignment with the latest Organizational Chart.

Re-evaluation is necessary to ensure that the remuneration levels are fair and consistent.

CRM Program Review

12 An approved Records Retention Policy be developed and implemented in accordance with established National Archives guidelines.

13 For future IT System acquisition projects, System acquisition plans be developed that include a:

- Processes for defining business requirements
- Business Case
- Project governance structure identifying roles and responsibilities
- Scope management regime
- Set of Vendor selection criteria
- process for obtaining and documenting approvals
- Project budget that is regularly reviewed and updated

Organizational Budget Review

14 Management should establish a budgetary framework to guide the preparation, management and monitoring of the budget process.

15 Management should ensure there is a clear link between the departmental budgeted expenses and the budgeted expense at the University level.

16 An annual Marketing Plan should be developed with the aim of identifying the campaigns and activities to be undertaken within the period with the budget taken into consideration. The plan should also include how the success of the initiatives will be measured and the reporting timelines.

17	A Public Relations Management policy should be developed and relevant personnel should undertake the necessary training to deal with potential public relation issues.
-----------	---

IT Strategy Review

18	UCCI should draw upon the observations made in this report to create a comprehensive IT strategy aligned with the long-term technological business needs.
-----------	--

19	UCCI should conduct a full IT risk assessment to identify and evaluate operational, safety and security risks and develop an action plan to mitigate identified risks.
-----------	---

20	UCCI should review existing documentation and develop a comprehensive suite of approved IT policies, procedures and processes, including compliance with business continuity standards, with respect to use and management of all technology, controls, security and network infrastructure best practices.
-----------	--



INTERNAL AUDIT SERVICE

CAYMAN ISLANDS GOVERNMENT

**“Trusted advisors providing objective assurance, advice and insight
to *enhance and protect* the Cayman Islands Government.”**