

BARBADOS SECONDARY TEACHERS' UNION



REPORT OF THE EXECUTIVE COUNCIL

1ST APRIL 2014 TO 31ST MARCH 2015

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1.INTRODUCTION

This report represents the work and activities of the BSTU over the time period 1th April, 2014 – 31st March, 2015 and highlights the manner in which the officers demonstrated their commitment to meeting their obligations as elected members of the Executive. The relevance of this Union in this present labour environment cannot be overstated at this time.

Each year brings its unique challenges. This Executive has tackled every challenge that came its way with bravado and enthusiasm. While meeting with officials of the Ministry of Education all Officers participated in presenting the Union's position on the issues at hand. Our participation in school visits as well as conferences and meetings allowed for significant growth in membership as well as in the improvement of industrial relations.

This Union continued the struggle on behalf of teachers and those employed in the school system. Resistance to our efforts by some administrators as well as by some Ministry officials was often in evidence. There is no denying that at times it appears as though the story of David and Goliath is an appropriate comparison to our struggles. We are however, committed to the continued adherence to Trade Union principles and best practice and, like David, the BSTU will be triumphant.

The executive is humbled by the confidence placed in it by members and is further heartened by the unwavering support it receives. We have been happy to serve the union during the last year.

2.MEMBERSHIP

As at 31st March 2015, the membership of the Union was as follows:

Honorary Life Members	02
Life Members	03
Retired Members	80
Ordinary Members in Schools/educational situations – female	175
Ordinary Members in Schools/educational situations – male	314
Ordinary Members on no pay leave/secondment	01

This represents an increase of approximately 30 members over the previous year.

3. MEETINGS

Executive Council Meetings

Five (5) meetings were held during the period under review.

Extra Ordinary/Special Meetings

Two (2) Special meetings were convened during the review period.

Officers' Meetings

Two (2) Officers' meetings were held.

4. OFFICERS/ELECTIONS

At the Annual General Meeting held at Queen's College on Tuesday 8th April, 2014, the following members were elected to serve as officers of the Executive Body for 2014 -2015:

Ms. Mary-Anne Redman	(The Lodge School)	President
Mr. Erskine Padmore	(The Lodge School)	1st Vice President
Dr. Albert Bartlett	(The Christ Church Foundation)	2nd Vice President
Ms. Monica Harewood	(Queen's College)	3rd Vice President
Mr. Andrew Brathwaite	(Queen's College)	General Secretary
Mr. Leslie Lett	(The Federick Smith Secondary)	Dep.Gen.Secretary
Mr. Christopher Oliver	(Coleridge & Parry School)	Treasurer
Mr. David Headley	(Coleridge & Parry School)	PRO

Monica Harewood and Bro David Headley were welcomed as Officers for the first time as both Sis Mona Robinson and Bro Frank Archer did not seek re-election.

5. TRUSTEES

Sis Dame Patricia Symmonds, Bernadine Payne and Bro John Blackman continue to serve as trustees for the period under review.

6. AUDITORS

W.F.D Maxwell and Co. LTD were retained as auditors for the Union.

7. BANKERS

CIBC First Caribbean remained as the official bank for the Union.

8. LEGAL REPRESENTATIVES

Sir. Richard Cheltenham, Ian Bishop, Alrick Scott and Sir. Henry Forde have been retained to represent the union in the court action concerning the Judicial Review of the transfer of teachers to and from the Alexandra School.

9. UNION HEADQUARTERS

The BSTU occupies the ground floor of its headquarters at 8th Avenue Bellville, St. Michael. A portion of the first floor is rented to the BSTU Credit Union. The matter of the maintenance of the grounds has been regularized and the lawn is now being cut twice a month. Minor repairs were also done to plumbing as well as the upstairs ceiling. Major painting work and guttering needs to be carried out to complete the refurbishment process; this was however put on hold pending legal expenses. Efforts will soon be made to rent the remaining portion of the top floor towards income generation.

10. WEBSITE

Bro James Carmichael continued as our webmaster. The site serves as a reference portal for Union related activities and important teacher related issues. In order to keep this site up-to-date and relevant there must be greater communication between our public relations arm and the webmaster. Individual members are also asked to submit articles, links and other material which may be of interest to teachers.

11. STAFFING

Mrs. Gillian Perry continued in her role as Administrative Assistant. Her excellent contribution in facilitating the work of this Union is much appreciated and we commend and thank her for her efforts.

12. CREDIT UNION

The BSTU Credit Union is an independent financial institution. The business occupied the first floor of headquarters over the course of the last year, paying a monthly rent of \$800. It is hoped that more members will join and contribute to the Credit Union since it has been a source of finance to hundreds of members and their families over the years. While there have been some recent challenges with the Credit Union, steps have been taken to address these and there have already been improvements noted.

13. GROUP MEDICAL SCHEME

The BSTU Group Medical Plan (Cari-Care Medical) is managed by the Sagicor group through Mr. Roderick Nurse. Efforts have been made to ensure that there is no increase in premiums, however, this is dependent upon an increase in persons contributing to the plan. Members are encouraged to join the Medical Plan for the benefit of the Union and themselves.

14. STANDING SUB – COMMITTEES

The first Vice President headed the Sub – Committee for Teachers’ Professional Day.

15. UNION ACTIVITIES

The Union embarked upon a series of school visits as part of its outreach program. These visits saw officers interacting with both members and non members, discussing matters which were of interest and promoting the work of this Union. We have been able to see a steady increase in membership resulting from this activity.

Efforts were also made to bring members together for a Christmas social. Though the turnout was small, a good time was had by all. It is our intension to make this activity an annual event.

16. TEACHERS’ PROFESSIONAL DAY

Under the theme ‘The Health and Wellness of Teachers’, the BSTU hosted its biggest TPD activity ever on October 17th, 2014. This activity took the form of a health fair where teachers were afforded the opportunity to have blood pressure, diabetes, and HIV testing done. There was an excellent presentation and discussion on NCDs by Sir Trevor Hassel a noted leader in this area. Literature on Non Communicable Diseases (NCDs) was also presented.

Our insurance partner, Sagicor was on hand to provide counsel on medical, life and retirement plans. Demonstrations were also done on relaxation methods to assist teachers in coping with the everyday stresses of the job.

The highlight of this day however, was the honoring of retired General Secretary of the BWU, Sir Roy Trotman, who has always been a friend and mentor to the BSTU.

The day climaxed with a luncheon reception at union headquarters.

17. MINISTRY OF EDUCATION

The Union was finally able to meet with the Permanent Secretary and Education Ministry officials. This meeting took place on 8th September, 2014.. Matters discussed at this meeting included:

- Outstanding appointments
- Advertising for permanent posts
- Teaching Service Commission
- Compensation for part time teachers
- Compensation from CXC for SBA work
- Individual teacher's cases

We are still awaiting word on the action taken by the Ministry to resolve some of the matters presented as well as the scheduling of a follow-up meeting. The Ministry of Education is making the scheduling of meetings to discuss matters of interest to our members and to educational policy and implementation in the country increasingly difficult. There is a growing hesitation to meet and consult with the teacher Trade Unions on Industrial Relations issues that is a chronic cause for concern for both unions.

18. CARIBBEAN UNION OF TEACHERS (CUT)

There were two meetings of the executive of the CUT during the period under review. The President and General Secretary attend the July meeting in Trinidad while the President attended the November meeting in Belize.

At both meetings the BSTU representatives were able to present the position of this Union on critical matters. Chief among these was the issue of compensation for work associated with the CXC SBA. It was reported in Trinidad in July 2014 that the CXC had not responded to the request for a meeting that had been made coming out of the resolution passed in Guyana in July, 2013.

The Resolution passed by the BSTU in April 2014 was presented to the Trinidad gathering in July. The CUT was mandated to take steps to secure a meeting with the CXC and the CUT.

Matters relating to the relocation of the CUT office from Jamaica to St. Lucia were discussed and it was resolved that the two Officers resident in Jamaica would make efforts to facilitate this process.

CUT officers were also mandated to take the matter of funding to the Caribbean region for development corporation from the Education International (EI) to the EI Board.

The November meeting in Belize saw further discussion on the compensation for teachers in the region for their CXC SBA work. The General Secretary of CUT was mandated to write a letter to the CXC requesting an urgent meeting before the 28th February, 2015 to discuss the matter after which the regional affiliates would be free to take whatever action they deemed necessary to ensure compensation for their members. All of this was contained in correspondence from the CUT to the CXC Registrar dated 1st December, 2014. The CUT also requested that the matter of compensation for CXC's SBA work be placed on the Agenda for the upcoming CXC Council meeting in Jamaica on the 4th- 5th December, 2014 and the BSTU's President was asked to represent the CUT position at that meeting. The BSTU President was however not allowed to make the presentation as promised.

19. CARIBBEAN EXAMINATIONS COUNCIL (CXC)

In response to correspondence from the CUT, the CXC, under the Chairmanship of the acting registrar Mr. Glenroy Cumberbatch, finally agreed to meet with a delegation from the CUT to commence discussions on the compensation of teachers for CXC SBA work.

This meeting occurred on November 14th, 2014 and CUT trustee Mr. Richmark Cave headed the delegation which consisted of the President and General Secretary of the BSTU and The President and Treasurer of the BUT. Initial talks were cordial and the only objection raised to the matter of compensation was that the Ministers of Education in the region, most particularly those from the OECS countries, saw the SBAs as comprising part of the normal duties of the teacher. It was instructive that at no point during the discussions did the Registrar (ag) address an inability of CXC to pay based on financial constraints. The BSTU clearly stated its position to the Registrar (ag) that if talks were not concluded before correction time the members of the BSTU would not be correcting the SBAs as per the resolution passed at our Annual General Meeting in April, 2014.

The Registrar (ag) stated that he was sure that matters would not reach that stage. He promised follow-up meetings to continue our discussions and, knowing that CUT had been invited for the first time to attend the CXC Council meeting in December and that I would be representing CUT and addressing the subject there, he stated that the next meeting would be held in early January. He did state that this was contingent upon his being formally appointed in the position of Registrar. He gave us his word that, that being the case, we would continue to meet. Sister Mary Redman gave Mr. Cumberbatch a copy of the correspondence containing the resolution passed at the BSTU's AGM pertaining to the CXC.

Sis Mary Anne Redman traveled to Jamaica in December, 2014 in an attempt to defend the CUT's call for compensation for SBA work. Her efforts were however thwarted by the Chairman of Council, Professor Nigel Harris, as he did not follow through on his promise to her to allow her to speak under the agenda item "any other business". The meeting was ended without that opportunity being provided since, after the adjournment for lunch, it never reconvened to allow such a presentation to occur.

After this incident Sis. Redman registered her disgust at CXC's behavior to the Registrar and Mr. Cumberbatch again promised a meeting in January to discuss the issue. At the beginning of the new year the CUT wrote two letters to the Registrar reminding him of his need to meet and of the deadline of 28th February. The Registrar responded after the deadline in February and requested a copy of the same correspondence that was sent to him in December. He also stated that Council would examine the matter at its meeting in April.

The General Secretary of the CUT then wrote on 16th March, 2015 to all members of the CUT informing them that, because of CXC's tardiness, they should seek to take whatever actions necessary to safeguard the interest of their members and guarantee their fair day's pay for a fair day's work.

The BSTU determined that its members would act in accordance with their own resolution and instructed them not to mark SBA scripts without compensation at this time. This matter is currently actively engaging the membership of the BSTU as they follow through on their resolution and has fueled much debate in the public arena with many persons expressing support for the cause.

20. EDUCATION INTERNATIONAL (EI)

The Union continued to receive material by email from EI. Some of this information was passed on to the general membership over the course of the year in review.

Sis Redman was a member of the CUT delegation that met with EI officials in St. Lucia on 13th February, 2014 for the purpose of discussing EI development co-operation in the Caribbean. The Memorandum of Agreement that should determine the method of distribution of EI funds to CUT came under review. The new draft agreement prepared by the EI Deputy General Secretary, Mr. Charlie Lennon, that was supposed to represent the consensus reached at that meeting fell far short of this objective. Objection to the contents of the draft MOA from the Presidents of both the BSTU and The St. Lucia Teachers' Union (SLTU) has meant that it is currently under review again.

21. CTUSAB

The BSTU attended the Conference of CTUSAB in October 2014. President Mary-Anne Redman vacated the position of 3rd Vice President while Sis Mona Robinson's tenure as Deputy General Secretary also came to an end.

Members of the BSTU continue to sit on committees and boards on behalf of CTUSAB.

We wish the newly elected officers well and pledge our continued support for the promotion of labour, under one umbrella, that includes all local trade unions.

The BSTU has repeated its position this year to the CTUSAB in relation to Labour's representative to the ILO however, this time, we have done so via written correspondence on the matter. In a letter dated 4th April, 2015 we stated our continued support of the Barbados Workers' Union as the most representative Trade Union in Barbados we reiterated our position that the Labour seat in government's delegation to the ILO should be that for the Barbados Workers' Union.

The Third Vice President attended two workshops hosted by CTUSAB on Strategic Planning and Proposal Writing.

22. SOCIAL PARTNERSHIP

The President attended meetings of the Social Partnership and made contribution in defense of labour as deemed necessary.

23. BARBADOS UNION OF TEACHERS (BUT)

In January 2015, the BSTU and BUT began a series of meetings aimed at addressing matters of mutual concern and interest. Meetings are held alternately at the headquarters of both unions. To date, three meetings have been held and both Presidents have offered public support for each other on matters that were being fought by the individual Union.

A number of committees have been set up to encourage further collaboration.

24. INDUSTRIAL RELATIONS

Towards the end of the academic year 2013/2014, the talk of lay-offs in the teaching service spiraled. There was heightened anxiety among our members who were employed in a temporary capacity and this prompted a meeting of the Executive and these members on June 23rd. Our aim was to bring a state of calm reassurance to the situation. Members left the meeting with the knowledge that this Union would vehemently oppose any attempt to displace teachers.

Cases were also fought on behalf of members at the Alleyne, Combermere, Deighton Griffith and Ellerslie schools. The matters revolved mainly around attempts to terminate members through wrongful and/or unfair dismissal. This Union won in every case.

As a result of presenting a number of member's cases at the Quarterly Meeting in August, the second half period under review is not punctuated with as many industrial relations matters.

This union is however still waiting on the Ministry of Education to act and report on some of the matters raised previously.

We were however, able to secure continued employment for three members who would have been displaced as a result of the incompetence and unfair practices of their superiors.

The union is also fighting the case of the unfair dismissal of a member of the ground staff at The Lodge School. The matter has reached as far as the Chief Labour Officer and we are awaiting word from him on the latest information pertaining to this. There is a similar situation with the artisan at Combermere which we are also in the process of addressing.

Environmental problems at Combermere School are causing serious health challenges to our members there and great concern for this executive. The BSTU President and officers held three meetings there since January and while there we have been subject to some of the discomfort experienced by staff. The Board of Management has been written by the BSTU and steps taken so far to investigate the problem include air quality testing. We are anxiously awaiting the results. Recommendations have also been made for an industrial cleaning of the school.

We are also closely monitoring developments involving the former principal of the Alexandra and our sister union BUT. These developments appear to mirror the issues which resulted in a Commission of Enquiry, the separation of the principal, the mass transfer of teachers and our judicial review.

25. JUDICIAL REVIEW

The matter of the Judicial review of the transfer of teachers to and from the Alexandra School continues to engage this Union's attention and that of the Courts. We have made three trips to Court thus far and the failure of both the Chief Personnel Officer and the Attorney General to submit their affidavits has frustrated the attempts of the Court towards resolution of the matter. The upcoming date of the 4th May, 2015 is our next scheduled appearance by which time if there has been no submission of the aforementioned affidavits there would have been be an application for sanction filed by the BSTU's lawyers under instructions from the President in a letter dated 6th April, 2015.

26. RESOLUTIONS

The following resolutions were proposed and carried at the Annual General Meeting of the BSTU held on the 8th of April 2014:

R1. WHEREAS the BSTU recognizes that there are always limitations to the extent to which a government can provide employment; and

WHEREAS the BSTU acknowledges that there is always a need for some rationalizing of employment by the Government; and

WHEREAS the [recent] manner in which persons employed in a temporary capacity in the public service have had their employment terminated does not accord with established industrial relations best practice, a fundamental obligation of government as a “model employer”; and

WHEREAS the current teacher pupil ratio cannot be said to be unreasonable,

BE IT RESOLVED that the BSTU prepares itself to respond appropriately if the Government as employer attempts, without due and full consultation with the Union, to implement any reduction in the number of teachers in schools, whether working part-time or employed in a temporary capacity in established or temporary offices.

- R2. WHEREAS** the BSTU has since December, 2012 sought an amicable resolution to the arbitrary appointments on transfer of twenty (20) of its members as from 1st January, 2013; and

WHEREAS there has been no evidence of reciprocity of such effort by the Government as employer or by any of its agents; and

WHEREAS the Attorney General was written in mid November, 2013 and afforded a final opportunity to act so as to avoid having an application for judicial review filed by members of the BSTU against the Government as employer,

BE IT RESOLVED if there is a continued failure to satisfy the claims of its members, that the BSTU ensures the requisite applications for judicial review are filed without further delay.

- R 3. BE IT RESOLVED** that the BSTU deplores the failure of the Government thus far [since September 2012] to implement the interim measure which formed part of the first recommendation of the Commission of Inquiry into Alexandra School – namely the issuing of a circular from the Ministry of Education to the Principals of all public educational institutions expressly forbidding any Principal to make any public criticism of a teacher/teachers or his/her/their work.

BE IT FURTHER RESOLVED that the BSTU calls on Government to remedy this administrative omission without further delay.

R 4. WHEREAS the School Based Assessment component of the Caribbean Secondary Examination Certificate and the Caribbean Advanced Proficiency Examination continues to place a tremendous burden upon teachers; and

WHEREAS it is deemed additional work placed on teachers by an external agency; and

WHEREAS it is recognized that the Caribbean Examinations Council has further compound the situation with the implementation of the new CCSLC,

BE IT RESOLVED that this Annual General Meeting instructs the BSTU's Executive to pursue a course of action towards appropriate compensation for additional work and including a withdrawal of services in the School Based Assessment component, so that the interests of teachers in Barbados are fully protected.

R 5. BE IT RESOLVED that this Annual General Meeting records its thanks and appreciation of the work done by Sis Mona Robinson while she held the office of General Secretary.

R 6. WHEREAS it is imperative that employment levels in Barbados should not be allowed to fall any further,

BE IT RESOLVED that the BSTU takes all initiatives available to it to promote and influence a sustained and sustainable Buy Bajan campaign.

R 7. WHEREAS the BSTU has sought an official investigation into the conduct of a senior public officer towards it in January 2013: and

WHEREAS the BSTU has sought a formal review of agreed grievance procedure with the Government; and

WHEREAS there has been a totally unsatisfactory response in both instances,

BE IT RESOLVED that this Annual General Meeting condemns the failure of the relevant agents of the employer to follow established industrial relations best practice.

R 8. WHEREAS an explanation has been offered for the failure to satisfy the constitutional requirement for the presentation of an Executive Council report and Financial Statements,

BE IT RESOLVED that this Annual General Meeting takes note of the reasons given and directs the Executive Council to make good the deficiency without delay, to circulate the duly completed report and statement and to present them for formal ratification at the first official opportunity.

R 9. WHEREAS the preparation of the Executive Report for the Annual General Meeting is always a major task involving additional and extended time,

BE IT RESOLVED that should office staff be asked to assist in this area, that appropriate compensation be paid.

R 10. WHEREAS the industrial complications at the Alexandra School highlighted the need for executive members to be on call beyond what was reasonable; and

WHEREAS the financial burden of undertaking the said situation to the Executive was at their personal cost; and

WHEREAS the future operations of the union may encompass situations of a similar nature,

BE IT RESOLVED that the BSTU establishes the following compensation and benefits for the President, General Secretary and Treasurer, to become effective at the beginning of the first pay period for 2014-2015:

- (i) The President and General Secretary benefits from cell phone and data allowance up to and not exceeding \$150.00 a month, where such bills are presented to the Treasurer.
- (ii) A monthly allowance of \$150.00 be extended to the President, General Secretary and Treasurer as compensation due to the travel required to transact union business.

R 11. WHEREAS from time to time the full Executive or part thereof of the Union are required to meet outside of scheduled monthly meetings away from headquarters,

BE IT RESOLVED that an automobile/fuel allowance of \$20:00 be extended to members of the Executive who attend such meetings.

R 12. WHEREAS the Executive of the BSTU meet at headquarters on a monthly basis; and

WHEREAS attendance at such meetings is voluntary and meetings run into the late evening,

BE IT RESOLVED subject to economic review, that catering services be used to provide light refreshment at a cost not exceeding \$15.00 per plate or person.

27. CONCLUSION

The year in review has been an exciting and exhausting one for the officers of the Union. We have had a very high level of co-operation generally among the executive and persons have risen to the occasion to ensure that this voluntary work of the Union has been done. The problem in the Union is that there persists the impression that the officers comprise the Union. The wider membership do not see themselves as constituting the Union and in this regard fail themselves and their Union when they do not act with a recognition of that power that they infuse the Union with. Unity and Solidarity; acting as one is what drives the capacity of this Union to achieve for each and every member and for all members. There must be a concerted effort by all BSTU members to come out and back union activities, heed and support any call that your Union makes on YOUR behalf since ALL that is done is ALWAYS done for YOU the members.

Our latest matter involves the action we are presently taking to secure the acknowledgement of and respect for our hard work and sacrifice in the completion of CXC's SBA work. We are demanding compensation for our hard work! We are also demanding that our Union be treated with respect and that when meetings are requested by us of the Ministry of Education or with CXC officials that they treat with the agents of the persons who are directly responsible for doing their work, creating their reputation and ensuring their success regionally and internationally.

Our present actions do not in any way endanger the examination success of the students, we are simply ensuring that, in the absence of any compensation for the burden inflicted on us by CXC through their SBA's, CXC FINALLY takes on their responsibility and contractual obligation to ensure that the candidates who have paid to register for their exams get their examination work corrected by the relevant examining body --- the CXC.

In our reasonable and legitimate attempts to achieve this, the BSTU has had its attention drawn to reported attempts by the Ministry of Education and some principals, purportedly acting on instructions of the Ministry, to derail the movement of our call for compensation of teachers involved in CXC SBA work. The actions of both these agents of the employer the union sees as disgusting attempts at bullying and fear mongering in circumstances where, instead, full support in this matter should be given to the persons over whom they have charge.

The Minister himself and the President of BAPPS have both publicly admitted the heavy workload that CXC SBA work places on teachers in this country. With that understanding, the reasonable expectation that the Ministry would have tried to arrange a meeting to hear the teachers' plight and assist in the representation of their cause at the level of CXC was never, and is still not, being realised. The BSTU regrets that BAPPSS too, though admittedly knowing the burden of the SBA work, as a **Trade Union**, has done nothing to promote the cause of and safeguard the interests of the teachers who run their schools. Instead, they both resort to the convenient, cheap and emotional appeal of **'the poor children'** in their attempts to stymie legitimate efforts to address our problem. This matter has **NOTHING** to do with the children and the teachers have protected them in their action. This matter has to do with an employment relationship and the past Union presidents in the Ministry, and BAPPS as a trade union, must surely recognise this. What does this show of the Ministry's understanding of employment relationships? But then, where for example is the word to date on Parkinson, Alma Parris and appointments?

We understand that the Ministry of Education has indicated that Principals should direct the relevant Heads of Department to correct the CXC SBAs that our members have refused to do, something that falls outside of the scope of these Heads. Has the Chief Education Officer(ag), a former Trade Union President, indicated that, in what now appears to be the preferred modus operandi of highly placed government officials, a LIST be provided by principals of persons who have not corrected the SBAs? Is she threatening action against them? WE cry shame on anyone who would stoop to such measures to deny teachers in Barbados their rights! The public and NCPTA have shown an understanding for our plight... why are the agents of the employer incapable of this? We say shame on the total disregard and contempt for us and the work that we struggle so hard to do under such demeaning conditions. What has the Ministry of Education done to put pressure on CXC to meet and negotiate with us? Why are the actions of the agents of the employer always those that intimidate and bully and therefore result in conflict and fear mongering? How do the **"poor children"** benefit from this

approach? We must ask ourselves why has the Registrar of the CXC, now resident in Barbados, not taken any attempts to resolve this matter?

We are not primary school children and will not be treated as such.

To the teachers I say if any of you were wavering before then these latest threatening and distasteful actions should strengthen your resolve to stand up for yourselves and support your Union. To fail in this matter is to your eternal peril!

WE SAY ENOUGH IS ENOUGH IT IS NOW OR NEVER FOR THIS CAUSE ... WE CANNOT AFFORD TO WAVER ... UNITY IS STRENGHT AND IF WE ACT TOGETHER WE CANNOT FAIL **SOLIDARITY NOW AND FOREVER.**

STAND FIRM!!!!