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LOURDES A. LEON GUERRERO
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Lt. Governor (Sigundo Maga'låhi)

May 11, 2022

MEMORANDUM

To: Governor of Guam
From: Director of Administration
Subject: **Status and Recommendations**
RE: Competitive Wage Act (CWA) Educator Pay Plan (EDU)

Buenas yan Hafa Adail The Guam Department of Education (GDOE) employs approximately 3,497 employees according to their 1st Quarter Staffing Pattern for Fiscal Year 2022. There are approximately 1,925 employees who are considered educators performing such duties as classroom education, special program consultants, teacher mentors, School Administrators (including Assistant Principals and School Principals) of Elementary and Secondary (Middle and High) schools. Also included, as educators are those that provide services in the capacity of guidance counselors and school librarians. Collectively, the employees of the GDOE are solely responsible for the education, physical, and mental well-being of a large number of the island's children and teenagers. The teaching profession is a very dynamic one, and one that, like many others, had to adapt to the impact of the COVID-19 Pandemic in recent years. The tasks of trying to maintain an adequate level of education and engagement of the island's children and teens took the effort of all GDOE employees; on top of other Pandemic-related activities such as food distribution and other duties related to employee safety.

When considering an update to the Educator Pay Plan (EDU), the current workforce and the history of the EDU pay plan was taken into account. It is also worth noting that the GDOE is the largest single agency within the Government of Guam, inclusive of employees who fall under the General Pay Plan (GPP) in the Competitive Wage Act (CWA).

BACKGROUND:

The Educator Pay Plan (EDU) was established and implemented on February 14, 2014 under the government of Guam Competitive Wage Act (CWA) of 2014. The new pay plan, which was fully implemented on October 1, 2014, served as the updated pay schedule for school teachers and school administrators since the implementation of the government of Guam Unified Pay Schedule on October 1, 1991, and all the subsequent authorized salary adjustments prior to the year 2014 (i.e. salary increase authorized pursuant to Public Law 28-36 as amended by P.L. 28-68).

The Fiscal year 2022 Budget Act, Public Law 36-54, Chapter XI, Section 18, authorizes the Governor of Guam to submit no later than September 30, 2022 an implementation plan to the Speaker of the Legislature to adjust classified / unclassified educator compensation and classifications with the goal of implementing salary increases. The methodology of this recommendation was discussed with GDOE. This is the Department of Administration's recommendation to the Governor.

CLASSIFICATION REVIEW:

DOA and GDOE personnel were able to discuss the different aspects of the EDU pay plan and the positions that are currently covered by the CWA. These positions are as follows:

POSITIONS COVERED BY THE EDUCATOR PAY PLAN (EDU)
School Principal (Elementary and Secondary) – High
School Principal (Elementary and Secondary) – Middle
School Principal (Elementary and Secondary) – Elementary
Assistant School Principal (Elementary and Secondary)
School Program Consultant
Teacher VI
Teacher V
Teacher IV
Teacher III
Teacher II
Teacher I-D
Teacher I-C
Teacher I-B
Teacher I-A
Vocational Instructor

As stated previously, currently, the positions included in the list chart above cover approximately 1,925 personnel at the GDOE. As part of the discussions with GDOE human resources personnel, it was stated that there are some proposed changes that the GDOE may be making to the Teacher series of positions. Focus of changes will revolve mainly around the utilization of the “substitute” category of teachers in relation to the duties that they perform. Most of the concerns expressed were those relative to the duties they perform in regards to classroom education and how the level of teaching in many cases is the same as those certified teachers who have formal education in the field of Education. The utilization of the various entry-level positions (i.e., on-call substitute, long-term substitute) and how, based on need, this has increased the number of those positions that may not require teacher certification compared to those entry-level positions that do, has created a need to re-assess the job specifications and requirements for these positions, and how these changes may impact the compensation for two categories of employees performing very similar duties.

In line with the utilization of positions, additional discussions were had for specific positions that may need to be added to the EDU plan and some that may need to be removed from coverage; and possibly abolished or amended altogether. GDOE human resources personnel are assessing what changes, if any, will be requested for those positions covered by the EDU. The DOA team has conveyed that those proposed changes should be formally requested by the GDOE to DOA, so that the appropriate action may be taken.

In regards to the overall classification assessment for the GDOE in relation to their educator positions, it is understood that the GDOE has made a substantial effort to gather stakeholders from within GDOE employees, the Guam Education Policy Board, the Guam Federation of Teachers (GFT), and various school administrators to meet and discuss appropriate changes made to the various positions and how they are utilized with the GDOE.

DOA acknowledges this effort, and for the purposes of this study will collaborate with the GDOE team when requested, but defers many of those changes to the decision-making of GDOE leadership and governing Board.

COMPENSATION REVIEW AND FINDINGS:

The DOA team conducted both an internal and external analysis of GDOE employee salaries, and available compensation survey resources to provide a recommendation for adjustment to the EDU pay structure; and also, to address some compensation-related issues that impact the overall progression of employees through the various levels of educator positions. The findings are as follows:

The current compensation structure for the EDU pay plan is as follows:

EDUCATOR PAY PLAN (EDU)									
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
ED-12	\$74,669	\$77,498	\$80,435	\$83,482	\$86,645	\$89,929	\$93,336	\$96,297	\$99,353
ED-11	\$67,881	\$70,453	\$73,122	\$75,893	\$78,769	\$81,753	\$84,851	\$87,543	\$90,321
ED-10	\$61,710	\$64,049	\$66,476	\$68,994	\$71,609	\$74,322	\$77,138	\$79,585	\$82,111
ED-9	\$56,100	\$58,226	\$60,432	\$62,722	\$65,098	\$67,565	\$70,125	\$72,350	\$74,645
ED-8	\$51,000	\$52,932	\$54,938	\$57,020	\$59,180	\$61,423	\$63,750	\$65,773	\$67,860
ED-7	\$45,939	\$47,680	\$49,487	\$51,362	\$53,308	\$55,328	\$57,424	\$59,246	\$61,126
ED-6	\$43,752	\$45,410	\$47,130	\$48,916	\$50,770	\$52,693	\$54,690	\$56,425	\$58,216
ED-5	\$40,699	\$42,241	\$43,842	\$45,503	\$47,227	\$49,017	\$50,874	\$52,488	\$54,154
ED-4	\$38,762	\$40,230	\$41,755	\$43,337	\$44,979	\$46,683	\$48,452	\$49,989	\$51,575
ED-3	\$36,057	\$37,423	\$38,841	\$40,313	\$41,840	\$43,426	\$45,071	\$46,501	\$47,976
ED-2	\$34,383	\$35,686	\$37,038	\$38,442	\$39,898	\$41,410	\$42,979	\$44,343	\$45,750
ED-1D	\$32,855	\$34,100	\$35,392	\$36,733	\$38,125	\$39,570	\$41,069	\$42,372	\$43,716
ED-1C	\$31,395	\$32,585	\$33,819	\$35,101	\$36,431	\$37,811	\$39,244	\$40,489	\$41,774
ED-1B	\$30,000	\$31,137	\$32,317	\$33,541	\$34,812	\$36,131	\$37,500	\$38,690	\$39,917
ED-1A	\$28,667	\$29,753	\$30,881	\$32,051	\$33,265	\$34,526	\$35,834	\$36,971	\$38,144

EDUCATORY PAY PLAN (EDU)									
Grade	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18
ED-12	\$102,505	\$105,757	\$109,113	\$112,575	\$116,147	\$119,832	\$123,634	\$127,557	\$131,604
ED-11	\$93,187	\$96,143	\$99,194	\$102,341	\$105,588	\$108,938	\$112,395	\$115,961	\$119,640
ED-10	\$84,716	\$87,404	\$90,177	\$93,038	\$95,990	\$99,036	\$102,178	\$105,420	\$108,765
ED-9	\$77,014	\$79,457	\$81,978	\$84,580	\$87,263	\$90,032	\$92,888	\$95,836	\$98,876
ED-8	\$70,013	\$72,234	\$74,526	\$76,890	\$79,330	\$81,847	\$84,444	\$87,123	\$89,888
ED-7	\$63,065	\$65,066	\$67,131	\$69,261	\$71,458	\$73,725	\$76,064	\$78,478	\$80,968
ED-6	\$60,063	\$61,968	\$63,934	\$65,963	\$68,056	\$70,215	\$72,443	\$74,741	\$77,113
ED-5	\$55,872	\$57,644	\$59,473	\$61,360	\$63,307	\$65,316	\$67,388	\$69,526	\$71,732
ED-4	\$53,212	\$54,900	\$56,642	\$58,439	\$60,293	\$62,206	\$64,180	\$66,216	\$68,317
ED-3	\$49,499	\$51,069	\$52,689	\$54,361	\$56,086	\$57,866	\$59,702	\$61,596	\$63,550
ED-2	\$47,201	\$48,699	\$50,244	\$51,838	\$53,483	\$55,180	\$56,930	\$58,737	\$60,600
ED-1D	\$45,104	\$46,535	\$48,011	\$49,534	\$51,106	\$52,727	\$54,400	\$56,126	\$57,907
ED-1C	\$43,099	\$44,467	\$45,878	\$47,333	\$48,835	\$50,384	\$51,983	\$53,632	\$55,334
ED-1B	\$41,184	\$42,491	\$43,839	\$45,230	\$46,665	\$48,145	\$49,673	\$51,249	\$52,875
ED-1A	\$39,354	\$40,603	\$41,891	\$43,220	\$44,592	\$46,006	\$47,466	\$48,972	\$50,526

The positions covered under the EDU plan are assigned respective grades as follows:

EDU POSITIONS AND ASSIGNED PAY GRADES	
School Principal (Elem and Sec) – High	ED-11
School Principal (Elem and Sec) – Middle	ED-10
School Principal (Elem and Sec) – Elem	ED-9
Assistant School Principal (Elem and Sec)	ED-8
School Program Consultant	ED-7
Teacher VI	ED-6
Teacher V	ED-5
Teacher IV	ED-4
Teacher III	ED-3
Teacher II	ED-2
Teacher I-D	ED-1D
Teacher I-C	ED-1C
Teacher I-B	ED-1B
Teacher I-A	ED-1A
Vocational Instructor	ED-2
Head Start Teacher	ED-1A
Head Start Program Director	ED-9
Head Start Program Assistant Director	ED-7
Chamorro Studies Administrator	ED-10

The positions covered under the EDU and their respective Minimum Qualification Requirements:

EDU POSITIONS & MINIMUM REQUIREMENTS	
School Principal (Elem and Sec) – High	Master's Degree + 2yrs of Supervisory Experience + 3yrs of Teaching + Certification in School Administration & Supervision
School Principal (Elem and Sec) – Middle	Master's Degree + 2yrs of Supervisory Experience + 3yrs of Teaching + Certification in School Administration & Supervision
School Principal (Elem and Sec) – Elem	Master's Degree + 2yrs of Supervisory Experience + 3yrs of Teaching + Certification in School Administration & Supervision
Assistant School Principal (Elem and Sec)	Master's Degree + 3yrs of Teaching + Certification in School Administration & Supervision
School Program Consultant	Master's Degree + 3yrs of Teaching + Guam Teaching Certification or Bachelor's Degree + 3yrs of Teaching + 18 Graduate Credits + Guam Teaching Certification
Teacher VI	Terminal Degree + Guam Teaching Certification
Teacher V	Master's Degree + 30 Semester Credit Hours of Post-Graduate Credits + Guam Teaching Certification
Teacher IV	Master's Degree + Guam Teaching Certification
Teacher III	Bachelor's Degree + 18 Semester Credit Hours Post-Graduate Credits + Guam Teaching Certification
Teacher II	Bachelor's Degree + Guam Teaching Certification
Teacher I-D	Master's Degree + <18 Semester Credit Hours of Education Course Credits + Emergency/Provisional Guam Teaching Certification
Teacher I-C	Bachelor's Degree + <18 Semester Credit Hours of Education Course Credits + Emergency/Provisional Guam Teaching Certification
Teacher I-B	60 Semester Credit Hours < Bachelor's Degree + Emergency/Provisional Guam Teaching Certification
Teacher I-A	30 Semester Credit Hours < Bachelor's Degree + Emergency/Provisional Guam Teaching Certification
Vocational Instructor	Bachelor's Degree + 3yrs Skilled Experience + Emergency Guam Teaching Certification or Associate's Degree + 4yrs Skilled Experience + Emergency Guam Teaching Certification or High School + 2yrs Skilled Experience + 6 Semester Credit Hours of Education Course Credits + Emergency Guam Teaching Certification
Head Start Teacher	High School + 2yrs Nursery Experience + Head Start Certification
Head Start Program Director	Master's Degree + 3yrs Teaching + 2yrs of Supervisory Experience + Head Start Certification or Bachelor's Degree + 4yrs Teaching + 2yrs of Supervisory Experience + Head Start Certification
Head Start Program Assistant Director	Bachelor's Degree + 4yrs Teaching + Head Start Certification
Chamorro Studies Administrator	Master's Degree + 3yrs Teaching + 3yrs Administration Experience + Chamorro Language Certification or Bachelor's Degree + 5yrs Teaching + 2yrs Administration Experience + Chamorro Language Certification

The DOA team utilized salary data from the 1st Quarter Staffing Pattern for Fiscal Year 2022. The internal and external salary analysis is as follows:

TABLE A. GDOE Staffing as of 1st Quarter 2022 (P/A Base Salary). Total Educators = 1,925.

Position	No. Employees	Lowest Salary	Average Salary	Highest Salary
Teacher I-A	9	\$28,667.00	\$32,469.00	\$40,603.00
Teacher I-B	43	\$30,000.00	\$36,246.00	\$48,145.00
Teacher I-C	64	\$31,395.00	\$33,937.00	\$50,384.00
Teacher I-D	2	\$32,855.00	\$32,855.00	\$32,855.00
Teacher II	382	\$34,383.00	\$40,601.00	\$58,737.00
Teacher III	353	\$36,057.00	\$51,863.00	\$67,551.00
Teacher IV	699	\$38,762.00	\$54,388.00	\$74,869.00
Teacher V	245	\$40,699.00	\$62,916.00	\$78,612.00
Teacher VI	37	\$43,752.00	\$65,071.00	\$79,504.00
School Program Consultant	4	\$63,065.00	\$68,078.00	\$78,478.00
Head Start Program Director	1	\$79,457.00	\$79,457.00	\$79,457.00
Assistant Principal - Elem	6	\$61,423.00	\$73,264.00	\$81,847.00
Assistant Principal - Sec	40	\$54,938.00	\$69,655.00	\$95,547.00
School Principal - Elem	25	\$77,014.00	\$84,204.00	\$105,101.00
School Principal - Middle	10	\$77,138.00	\$88,884.00	\$122,892.00
School Principal - High	5	\$90,321.00	\$96,352.00	\$105,588.00

TABLE B. National Compensation Surveys (Elementary-Secondary Teachers):

Date	Name	Average Wage Per Annum
2020-21 SY	National Education Association (NEA)	\$65,090.00
March 2022	Salary.com	\$61,468.00
May 2021	USDOL – Bureau of Labor Statistics (BLS)	\$58,730.00
March 2022	Payscale.com	\$49,986.00
	Average	\$58,819.00

TABLE C. Teacher Salary Average (all Levels) and Average National Wage Comparison. Total Teachers = 1,834.

POSITION	Percent of Employees Less than 5 Years of Service	AVERAGE TEACHER SALARY PER ANNUM	NATIONAL AVERAGE WAGE PER ANNUM FROM TABLE B (MARKET)
Teacher I-A (9)	67%	\$32,469.00	
Teacher I-B (43)	47%	\$36,246.00	
Teacher I-C (64)	83%	\$33,937.00	
Teacher I-D (2)	100%	\$32,855.00	
Teacher II (382)	56%	\$40,601.00	
Teacher III (353)	20%	\$51,863.00	
Teacher IV (699)	19%	\$54,388.00	
Teacher V (245)	12%	\$62,916.00	
Teacher VI (37)	16%	\$65,071.00	
AVERAGE		\$45,594.00	\$58,819.00
		PERCENT LAG	-29%

TABLE D. Reference Group. Teacher Salary Average (at Benchmark w/largest number of teachers and more than 5 years of experience) and Average National Wage Comparison (Behind market -% or above market +%):

POSITION	PERCENT OF EMPLOYEES LESS THAN 5 YEARS OF SERVICE	AVERAGE TEACHER SALARY PER ANNUM	AVERAGE NATIONAL WAGE (MARKET)	PERCENT DIFFERENCE (Neg. - Behind Market/Position - Above Market)
Teacher II (382)	56%	\$40,601.00	\$58,819.00	-45%
Teacher III (353)	20%	\$51,863.00	\$58,819.00	-13%
Teacher IV (699)	19%	\$54,388.00	\$58,819.00	-8%
Reference Group Average % Lag				-22%

TABLE E. Teacher Salary Average (Above market with 86% above 5 years' service) and Average National Wage Comparison:

POSITION	Percent of Employees Less than 5 Years of Service	AVERAGE TEACHER SALARY PER ANNUM	AVERAGE NATIONAL WAGE (MARKET)	PERCENT DIFFERENCE (Neg. – Behind Market/Pos. – Above Market)
Teacher V (245)	12%	\$62,916.00	\$58,819.00	+7%
Teacher VI (37)	16%	\$65,071.00	\$58,819.00	+10%
Average % above Market				9%

TABLE F. Average School Administrator Salary and Average National Wage Comparison. Total School Administrators = 81.

POSITION	AVERAGE ADMIN. SALARY PER ANNUM	AVERAGE NATIONAL WAGE (BLS)
Assistant Principal – Elem (6)	\$73,264.00	\$102,760.00
Assistant Principal – Sec (40)	\$69,655.00	
School Principal – Elem (25)	\$84,204.00	All Other School Admin:
School Principal – Middle (10)	\$88,884.00	\$96,810.00
School Principal – High (5)	\$96,352.00	
AVERAGE	\$82,471.00	\$99,785.00
	PERCENT LAG	-21%

TABLE G. Proposed work pay differential for difficult-to-fill administrator positions for purposes of recruitment and retention. This is a percentage of the base salary added to the employee's base pay, which takes into account scope of duties and responsibilities and magnitude of student characteristics and population.

Administrator Pay Differential

PERCENT DIFFERENTIAL	POSITION
10%	Assistant School Principal – All Levels (Ed-8) (Elementary, Middle, High School)
15%	School Principal – All Levels (Elementary, Middle, High School) (Ed-9)

OBSERVATIONS:

1. The total number of Educators as of the 1st Quarter of FY2022 is 1,925 (Table A). This includes teachers as well as school administrators. The average salary for all teachers combined is \$45,594 P/A (Table C). The average national wage for elementary and secondary schoolteachers from four survey sources is \$58,819 (Table B). The percent lag behind the average national wage for all teachers combined is 29%. However, this percent lag may be misleading since the Teacher 1A-1D are mostly temporary hires and do not receive any salary increment benefits, thus skewing the 29 percent lag for all teachers combined.
2. The total number of teachers from Teacher 1A to Teacher VI as of the 1st Quarter of FY2022 is 1,834 (Table C). Teacher 1's are not fully certified teachers and make up only 6% of the total teacher population with the majority having less than five (5) years of service. Teacher II's are fully certified and make up 21% of all teachers with the majority having less than five (5) years of service. This may explain why Teacher II staff salaries lag behind the national average wage by as much as 45% (Table D). However, Teacher III's and IV's only lag behind the national average wage by an average of 11%. Teacher II, III, and IV's (*reference group*) collectively make up 78% of the total number of teachers. Teacher III's and IV's collectively make up 45% of the total number of teachers. More than 80% of Teacher III's and above have five (5) or more years of service. The average lag behind the national average wage for these benchmark positions is 11% (Table D). This benchmark percentage is a more accurate indicator of the lag behind the national average wage for certified teachers. In addition, the Teacher V and VI average salaries combined exceed the average national wage by 9% (Table E).
3. Preliminary observations indicate a good retention of certified teachers from Teacher III level and above. As for Teacher II's, the majority of teachers hired are new with about 30% of them having less than two (2) years of service. As mentioned earlier, this fact may be contributing to the unusually high 45% lag behind the national teacher average wage and appears to further skew the benchmark percentage. By focusing on the Teacher II, III and IV positions (*reference group*) only which represent approximately 78% of all seasoned certified teachers, the benchmark percentage may be assessed at a minimum average of 20% behind the national average wage.
4. The total number of school administrators as of the 1st Quarter of FY2022 is 86 (Table F). The national average wage salaries (BLS) for Education Administrators ranges from \$96,810 to \$102,760 per annum and averages \$99,785 per annum. A 10% market movement of the educator base salaries will reduce the average lag behind the national average wage between all administrators to 12%. This pay gap may be reduced further with a proposed flat or variable pay differential recruitment and retention incentive for difficult-to-fill administrative positions (Table G).

RECOMMENDATIONS:

1. To be competitive and address the recruitment difficulty of new teachers under the new pay plan, and in an effort to take into consideration employees at GDOE who may be part of future increases to other pay plans, and to add incentive to those whose salaries are slightly ahead of market, DOA recommends a base salary increase to the EDU Pay Plan structure by 16%.

2. To prevent or reduce issues of salary compression between incumbents and new hire salaries under the new pay plan structure, DOA recommends that a “step-to-step” slotting or movement of current incumbent salaries into the new pay plan implement the updated EDU Pay Plan structure. This will ensure that the net increase applied to all employees will maintain an appropriate salary gapping for those employees who are newer to the profession and those with more experience, time, and service.
3. To retain school administrators and persuade teachers to become school administrators (and fill difficult-to-recruit administrative positions), DOA recommends a flat rate work pay differential percentage for all difficult-to-recruit administrator positions at 10% and 15% for Assistant School Principals and School Principals respectively.
4. To maintain a competitive EDU Pay Plan structure moving forward, DOA recommends an annual structure adjustment of at least 3% to 5% with a comprehensive market review to be conducted every three (3) years thereafter.
5. Any adjustments to the structure or implementation of differentials, should they approved, are recommended to be effective prior to the new school year beginning. This will give time for coordination between the human resources offices of both DOA and GDOE for proper implementation and transition.

If approved, implementation procedures and policies will be issued to guide the transition of employees into the updated EDU pay plan. It is also noted that of the 3,497 total employees, 1,452 of them belong to the General Pay Plan (GPP) under the CWA. Positions and employees that fall under the GPP will be assessed subsequent to this proposal, and recommendations will be made accordingly to the Governor by the DOA.

Should the recommended structure increase to the EDU pay plan be approved, the average salary of teachers will be as follows:

AVERAGE EDUCATOR SALARY (CURRENT) (TEACHER II – IV)	AVERAGE EDUCATOR SALARY (ADJUSTED – 16%)	AVERAGE NATIONAL WAGE (MARKET)	PERCENTILE WAGE ESTIMATE EDUCATOR (REFERENCE GROUP) – 50TH PERCENTILE (BLS)
\$48,951.00	\$56,783	\$58,819.00	\$57,220.00

The estimates above reflect the recommended 16% EDU pay plan structure movement and the impact it would have relative to aligning the pay structure with relevant markets. As with most statistics, salaries will continue to fluctuate based on various factors. The recommended annual adjustments are designed to address those movements and trends.


This recommendation is based on data associated with the reference group, which excludes uncredentialed but professionally qualified teachers whose salaries are outside the normal range. DOA recommended increase would be applied to this group. If, however, this group were included in market rate comparison, because of their separated pay scale, an increase of 20% would be required to move all pay grades to the market average (50th percentile). The annual cost of such increase is estimated at \$30,412,586.

It is worth noting that costs associated with the increases should be factored and incorporated into subsequent fiscal year budgets for those positions and employees covered by the EDU pay plan.


CONCLUSION:

Teachers are not just responsible for formally providing education to the children and teens they interact with on a daily basis. Teachers are also responsible for shaping the minds of future generations who will provide the leadership, ingenuity, and the direction of society for years to come. The knowledge passed on to future generations will empower them to provide innovative solutions, make educated decisions, encourage future growth in economies, maintain and pass down traditions and values, and shape the character of children in preparation for them to adapt to the different situations in life. Teaching and guiding future generations in an effort to unlock their full potential is a lifelong mission. The dedicated teachers and school administrators take on the task every day that they perform their duties at the GDOE. The adjustments being proposed are an effort to keep compensation for the profession moving with relevant external markets and, with your approval, the DOA can begin to take steps to collaborate with the GDOE for implementation of any approved adjustments.

DOA recommends an across-the-board increase of 16%, administrator pay differential of 10% and 15% for assistant principals and school principals respectively and an annual pay increase of 3% to 5% to ensure that EDU does not fall behind market averages.


Edward M Birn
Date: 2022-05-11
T13:05:52+10:00
EDWARD M. BIRN

APPROVED AND CONCURRED DISAPPROVED

c amendment of 20% - effective next pay period - beginning 5/23/2022


LOURDES A. LEON GUERRERO
Governor of Guam

Date: 5/11/2022

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