

Segment II North Coast Highway Opens

Segment II of the Northern Coastal Highway is 97 kilometres in length and covers the roadway between Montego Bay in St. James and Ocho Rios in St. Ann. Argentinean Contractors, Jose Cartellone Construcciones Civiles substantially completed the section between Greenside in Trelawny and Ocho Rios, St. Ann in November 2006 at a projected cost of US\$98 million. The roadway was officially opened by the Prime Minister, The Most Honourable Portia Simpson-Miller on Thursday December 14, 2006. The section between Montego Bay and Greenside is presently being worked on by contractors E. Pihl&Sons.



Prime Minister, The Most Honourable Portia Simpson Miller, is about to cut the ribbon to signify the official opening of Segment II of the North Coast Highway. Behind the Prime Minister is Desmond Malcolm, Project Director, Northern Jamaica Development Project (NJDP), to her left is Jim Hollatz, Senior Vice President, Stanley Consultants, next to him is Minister of Housing, Transport, Water and Works Hon. Robert Pickersgill and to Minister Pickersgill's left is Ms. Maria Cartellone, President, Jose Cartellone Construcciones Civiles.

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The Adopt-a-Roadway Beautification Programme-

Making a Difference

In May 2004 the National Works Agency in collaboration with Corporate and volunteer organizations embarked on a programme to beautify and maintain sections of verges and median strips along the island's main road network.

The programme seeks to present a more pleasing appearance of our landscape, an enhanced sense of well-being and an environment which is more acceptable. Five companies were initially involved. They undertook beautification of areas along the Trafalgar Road Corridor.

Since then, several other groups have expressed an interest in the programme and those who are already on board have shown renewed interest. Work is underway to beautify areas such as the Harbour View Round-a-bout, Tom Redcam Avenue, Waterloo and Barbican Roads.

It is expected that awareness and participation in the programme will be significantly heightened during 2007. The Agency is awaiting designs and proposals from several organizations. If they satisfy the stipulated requirements they will be directed to proceed with their projects.

The efforts of the Agency in promoting this programme have been successful and we anticipate that the impact of the projects in the various communities across the island will be positive.



Life of Jamaica Sculpture Park in New Kingston



Area newly adopted by the Jamaica Co-operative Credit Union at Marescaux Road

The Northern Coastal Highway Improvement Project

And the resettlement of persons affected by the project

Under the Northern Coastal Highway Improvement Project (NCHIP) the Government of Jamaica (GOJ), through the Ministry of Housing Transport Water and Works is enhancing and developing road infrastructure along Jamaica's North Coast to allow for speedier and safer movement of road users and support for the expansion of the tourism industry. The project involves improvements along the highway corridor linking the towns of Negril in the north west and Port Antonio in the north east, a travelled distance of 226 kilometres along the existing alignment.

The highway provides trunk and road links among all the towns of the North Coast including the major townships and tourism centres of Negril, Montego Bay, Ocho Rios and Port Antonio. It is also the terminus of the three major trans-island routes to Jamaica's capital Kingston, where the country's leading international seaport and airport facilities are located. The highway also serves most of the principal beach resorts used by tourists and is the primary link between these resorts and the international airport at Montego Bay. Cruise ships call regularly at Montego Bay, Ocho Rios and Port Antonio and the highway is used extensively by their passengers for tours and day trips.

Important significant features of the highway upgrading include:

- Overlay or reconstruction of the existing pavement including provision of shoulders and appropriate drainage facilities.
- Road widening and construction of sidewalks.
- Realignments and curve flattening to improve travel safety.
- Repair, reconstruction and replacement of bridges and other structures.
- Replacement and upgrading of informational and traffic signs and erection of safety elements.
- Improved pavement markings including edge lines and raised pavement markers on the centre line and
- Environmental protection works.

Due to the magnitude of the project, the corridor was divided into three (3) segments, each with its own funding arrangement and construction schedule. The Government of Jamaica also provides counterpart funding for all three segments.

Segment 1 begins at the Negril roundabout in the parish of Hanover and ends at Bogue Corner on the outskirts of Montego Bay, St. James. It was supported by a loan from the Japan Bank of International Cooperation (JIBC). Construction of that segment began in September 1997 and was completed in 2001.

Segment 2 is supported by a loan of US\$59.5M from the Inter-American Development Bank (IDB) and began in September 2001. Work on this segment is scheduled for completion in March 2007. Segment 2 extends eastwards from Montego Bay to Ocho Rios (92 km) linking the parishes of St. James, Trelawny and St. Ann. A greater part of the length of this segment of the roadway is parallel to and near to Jamaica's northern coast line.

Segment 3 stretches for some 96 kilometres from the eastern outskirts of Ocho Rios in St. Ann to Port Antonio in Portland.

It is funded by the European Union through a grant of ECU\$80M. Work along this segment began in October 2005 and is scheduled to be completed in June 2008.

The Matter of Resettlement

At many points along the corridor the existing road reservation was and is inadequate to accommodate the proposed widening and upgrading of the carriage-way. As a consequence, additional lands had to be acquired along the majority of the length of the roadway to facilitate the necessary upgrading. This acquisition greatly affected the lives and livelihood of people who occupied those lands as well as those who currently live within the proposed right of way.

A resettlement plan was prepared to address the negative impact which the project was expected to have had on persons who are unable to adequately address their own relocation needs. Financing for the plan was provided jointly by the IDB, through an allocation of US\$5M in the loan agreement and the Government of Jamaica who would provide the additional US\$7.2M required. (More on resettlement next issue)



A Section of Segment II of the Northern Coastal Highway

PWD/NWA STALWARTS -

Mr. Vincent Small

"In all human affairs there are efforts and there are results and the strength of the effort is the measure of the result" these words of James Allen aptly describe the views of Mr. Vincent Small, Parish Manager of the St. Ann Parish Office.

Mr. Vincent Small was born in the parish of Kingston and is the first of three siblings.



Mr. Vincent Small

In 1966 he began an interesting history with the Public Works Department as a Field Assistant. His association with the PWD was influenced by his father, Baldwin Small, who was also employed to the PWD as LMO3 (Operator). Learning the technicalities of road construction was, in his assessment, "not hard, all I did was to pay attention and listen."

His many years at the PWD saw him serving in the three Areas

under which the Island was divided during the PWD era. St Andrew, St Thomas, Portland, St Ann, St Mary, St. James and St. Catherine benefited from his expertise.

Mr Small believed in being and staying focused. His belief in self-improvement, giving exemplary service through the early years propelled him to continue his life of service to the PWD and by extension the NWA.

His leadership qualities and dedication to the organization earned him the position of Senior Superintendent - one of the youngest officers to have held this position under the PWD regime. This was one of many positions held by this 'Gentle Giant' as he continued to hone his skills in the technicalities of road construction.

Among the many activities introduced by the PWD was the Urban Roads Maintenance Programme. Mr. Small was a founding team member of this unit which was responsible for regularizing urban road network. The unit also established the amalgamation of patching roads in St Catherine, St Andrew and Kingston. It was out of this programme that the 'works yard' at 158 Maxfield Avenue was created.

Travelling the route of the Junction road to the eastern side of the country will always be a challenge to some commuters. Overlaying of this road network during the early stages of its development was entrusted to a core of officers of which Mr. Small was an integral part. This project was undertaken under a loan to the Jamaican Government by the World Bank. Work on this tortuous road way required specialized equipment and new technologies such as quality control of production and hot mix consequently his horizons were broadened to deal with international projects.

Listed among his many other experiences at the PWD were his involvement in directing blasting activities. Mr. Small has the distinction of being a Licensed Explosive Officer. No organization can effectively operate without guidelines. His wealth of knowledge of various aspects of the PWD qualified Mr. Small to make an invaluable contribution the compilation of the Highway Manual popularly known as the PWD 'bible'.

Responding to the question "what is your opinion of Mr Vincent Small, the Supervisor?" He is assertive, jovial, and knowledgeable and one who holds strong views testifies one of his staff members. To another he is not satisfied with mediocrity. He admires and encourages pro-activity and often challenges the status quo. He is also seen as a fun person but when the pressure is on "you better deliver".

Mr. Small, Tony, to some, often uses his own experiences to teach life's lessons and impart his philosophies. His favourite expression during these lessons is: "I might sound miserable and it might sound cold, but it's the truth". On analysis, these analogies are often very applicable.

In his role of transferring management of the PWD to the NWA, Mr. Small continues to contribute to the mandate of providing an acceptable road network through his indefatigable spirit.

NWA Undertakes Extensive River Training Works at Worthy Park St. Catherine

BACKGROUND

Worthy Park is nestled in the flatlands of South East St. Catherine. The majority of its residents are small farmers. One road leads to this community. It is the only means of transporting their crops to market. Residents were in disbelief and devastated following the passage of hurricanes Dennis and Emily in October 2005. The Ford leading to this community was totally destroyed. Living conditions for the residents became unbearable. Vehicular access to the community was disrupted.

MABEY AND JOHNSON

Representatives from the Mabey and Johnson Priority Bridge Programme held a Seminar for NWA staff in late November 2005. Members of the Major Projects Directorate, Technical Services Department and the KMR were among the participants. Participants were introduced to the components of Bailey bridges, methods of assembly and launching. They also participated in a practical demonstration. Assembly and launch of a Compact Single Lane 120 foot span bridge was undertaken at the end of the Seminar.

The site of the concrete Ford at Worthy Park, which suffered damage over a period of several years and was further extensively damaged during the recent heavy rainfall, flooding and hurricanes Dennis and Emily was selected. It took the participants 41/2 days to assembly and launch the bridge.

FLOODING

Following the launch of the Bailey bridge the community again experienced heavy rainfall for several days resulting in more flooding. Extensive damage was done to the Wing walls of the recently launched Bailey bridge. The Mattress and the river invert were also severely washed out. As a result, the river required major river training.

RIVER TRAINING

This programme required the use of heavy equipment such as,

D6, 7 & 8 Tractor, Back-hoe, Front End Loader and trucks. These were used in the river bed to re-form the embankment and realign sections of the river channel that were severely breached.

The work which is now in progress is labour-intensive. This is due to the fact that it involves the moving and packing of stones 12-14 inches in diameter, planting of bump-eye and wild cane grass, which assists in stabilizing the embankment and the use of various sizes of galvanized chain-link type wire, to hold the stones together.

BUNDING

Protective works consists of several forms of bunding, including Front & Back Tear Drops, Mattress, Slanting Bands, Spirals, Apron and Sharplets. Tear Drops are toe walls which protect the toe of the bund and prevent scouring of the river bank. The Mattress protects the Tear Drop from under-scouring and erosion. Slanting Bands help to break the flow of water in the channel when the river is in spate. Spirals, Apron and Sharplets are called arrestors. Arrestors trap the additional debris flowing in the channel during heavy rainfall.

BUMP EYE AND WILD CANE

The works are completed using Bump Eye and Wild Cane. These vegetation are grown on river banks. They produce fibrous roots which assist in stabilizing the banks and reduce soil erosion.

THE PROJECT

This project began on May 28 of this year and should have been completed within six months. Inclement weather throughout the period has affected progress on this project. When complete it is expected that flooding of this farming community will be considerably reduced and that there will be improved safety for motorists and other commuters who use this thoroughfare. The project is expected to cost \$25 million. Residents of Worthy Park anticipate relief to their discomforts and improvement to their social and economic livelihood.

The Christmas Story

And it came to pass in those days, that there went out a decree from Caesar Augustus, that all the world should be taxed. And this taxing was first made when Cyrenius was governor of Syria. And all went to be taxed, every one into his own city. And Joseph also went up from Galilee, out of the city of Nazareth, into Judaea, unto the city of David, which is called Bethlehem; (because he was of the house and lineage of David:) To be taxed with Mary his espoused wife, being great with child. And so it was, that, while they were there, the days were accomplished that she should be delivered. And she brought forth her first-born son, and wrapped him in swaddling clothes, and laid him in a manger; because there was no room for them in the inn. And there were in the same country shepherds abiding in the field, keeping watch over their flock by night. And, lo, the angel of the Lord came upon them, and the glory of the Lord shone round about them: and they were sore afraid. And the angel said unto them, Fear not: for, behold, I bring

you good tidings of great joy, which shall be to all people. For unto you is born this day in the city of David a Saviour, which is Christ the Lord. And this [shall be] a sign unto you; Ye shall find the babe wrapped in swaddling clothes, lying in a manger. And suddenly there was with the angel a multitude of the heavenly host praising God, and saying, Glory to God in the highest, and on earth peace, good will toward men. And it came to pass, as the angels were gone away from them into heaven, the shepherds said one to another, Let us now go even unto Bethlehem, and see this thing which is come to pass, which the Lord hath made known unto us. And they came with haste, and found Mary, and Joseph, and the babe lying in a manger. And when they had seen [it], they made known abroad the saying which was told them concerning this child. And all they that heard [it] wondered at those things which were told them by the shepherds. But Mary kept all these things, and pondered [them] in her heart. And the shepherds returned, glorifying and praising God for all the things that they had heard and seen, as it was told unto them.

Luke 2:1-20

The Training Unit on the move...

Rewards and Recognition Reloaded

"The test of the artist does not lie in the will with which he goes to work, but in the excellence of the work he produces". Thomas Aquinas

Excellence is the hallmark of the Rewards and Recognition (R & R) Programme at the National Works Agency and employees are encouraged to strive for excellence always remembering the words of Henry Drummond that "unless a man undertakes more than he possibly can do, he will never do all that he can".

Another year and we are still going strong with the R & R programme at the Agency. It was always the desire of the Human Resource Management & Administration Directorate (administrators of the programme) to see changes and development in the programme.

In December 2005 when the selection committee met to select the Employee of the Year several suggestions were made by the committee members. We did not hesitate with the information gathered from this forum. As a result, we decided to conduct a survey involving the entire staff of the organization. This was done, the data analyzed and the results published. A revised manual has been prepared and approved by the CEO.

Some of the amendments include:

- Increase in the value of the gift vouchers
- Stipulating that committee members do not serve for more than 2 years consecutively on the committee
- A minimum of 80 points should be obtained for an employee to qualify for selection as 'Employee of the Quarter'.
- Special Recognition may be awarded by the CEO to any Individual or Team at the end of the year
- The selection of the Directorate of the Year based on

the following -

- Achievement of the Agency's Key Performance Indicators (KPI's)
- Customer focus
- Cost saving efforts
- Only staff members at level six (6) and below are eligible for nomination
- Nominations of teams in excess of four (4) persons are not allowed and will be covered under the annual Special Recognition

Exciting days are in store for the staff and the Rewards and Recognition Programme this year. Employees are encouraged to develop the discerning 'eye' and always be on the look out for excellent or outstanding work done by co-workers. The only way to be a part of the excitement and feel the 'vibe' is to get involved and select your colleague/peer to be recognized and rewarded. Even if you are not selected or has never been selected remember friends as Abraham Lincoln penned it so well "Don't worry when you are not recognized, but always, always strive to be worthy of recognition".

Honouring our staff

True to our words, and committed to recognizing excellence in our staff's efforts and dedication, the Agency for the first time arranged three ceremonies honouring our Ancillary and Support staff island wide. On August 24, 2006 the Western Regional Office was decorated for the celebration which included Office Attendants, Grounds men and Cleaners from the Western as well as Central Regions. We journeyed back into Kingston on September 08, where we transformed the CEO's conference room into a gala room fit for 'kings' and 'queens' in honouring the Ancillary staff in the Corporate Office, KMR and the North Eastern Region. See pictures below.



The Participants (Central and Western Region)



The Participants (Kingston)



The Drink and the food in abundance

The CEO,s conference room was once again filled with excitement, laughter, words of encouragement and commendation on October 24, 2006 where we feted the

Support Staff which included our Security/Watchmen, Operators and Drivers. At the ceremonies the guests were served by our capable Directors, Managers and other staff members.



The functions were well attended and received by the participants who lauded the Agency's Management and staff for recognizing their efforts.

A citation was given to each individual and they were encouraged to frame or laminate them. A few days after the function, some of the recipients came to the Unit to show off their laminated citations. Way to go guys!!!!

A citation was given to each individual and they were encouraged

Rewards and Recognition Quarterly Winners

These people have the desire, which is the key to motivation, and the determination and commitment to an unrelenting pursuit of their goals - a commitment to excellence that has enabled

them to attain the success they sought. They have triumphed as 'Employees of the quarter'.



1st Quater - KMR
Yvonne Jackson



1st Quater - Western
Ronald Dell



1st Quater - Corporate
Judy-Kaye Grant



1st Quater - Central
Mary Smith



1st Quater - North East
St. Mary's Team



2nd Quater - KMR
Sherene Lester



2nd Quater - Western
Desmine Jones



2nd Quater - Corporate
Michael Chambers & Leabert Bennett



2nd Quater - Central
Sonia Cole



2nd Quater - North East
Winston Wigan



3rd Quater - KMR
Ernest Clarke



3rd Quater - Western
Bobbeth Buchanan



3rd Quater - Corporate
Ann-Green Hudson



3rd Quater - Central
Victolyn Scott



3rd Quater - North East
Michael Bryan

"The secret of joy in work is contained in one word - excellence. To know how to do something well is to enjoy it." -Pearl Buck

EQUIPPING THE STAFF WITH UP-TO-DATE INFORMATION AND MODERN TECHNIQUES.....

Office Attendants

Six (6) Office Attendants attended a 3-day workshop at Heather Little-White & Associate at 2B Braemar Avenue from June 20 - 22, 2006 between 3:00 - 7:00 pm each evening. The workshop introduced the participants to topics such as

- Personal hygiene & deportment
- Everyday manners
- Fostering positive values & attitudes
- Delivering exceptional customer service

- Cleaning & sanitation tips
- Light food & beverage preparation
- Telephone & dining etiquette

The participants were delighted to attend and came back all excited wearing their little yellow "smiling face" buttons. A few even showed off their new found culinary skills by giving samples and promoting their Pumpkin Pineapple Juice as a viable business option.

Approximately seventy-two (72) man-hours of training took place and we are certain that the skills of these Attendants have been honed and would have been transferred to the job as they exhibit a high level of professionalism in carrying out their daily functions. Can you identify and name these individuals? Yes, I know you would be able to do so and we urge you to continue to give them your support.

Contd on page 9

Technicians/Mechanics/Inspectors

Over Two Hundred and Eighty (280) man-hours of training were spent by our Technicians/Mechanics/Inspectors as they received certification from the HEART Trust/NTA.

Over a 6 - 8 weeks period eight (8) of our staff members headed down Maxfield Avenue to the Jamaican-German Automotive School (JAGAS) to complete courses in the following areas:

- Motor Vehicle Engine Systems
- Motor Vehicle Air Conditioning System

Our dedicated staff members were willing to give their time for two evenings per week to attend the sessions from May 8 to June 29, 2006.

The participants found the courses highly interactive, informative and beneficial to both them and the Agency. They came back enthusiastic ready to demonstrate their new and enhanced skills and to take on any challenge in their field of expertise.

Legal staff

The legal staff was not left out as Miss Jennifer Housen from the Caribbean Legal & Professional Institute conducted a workshop in 'Slipping & Tripping on the Highways' - An update and Litigation Guide on June 27, 2006 with the two (2) Lawyers in the Agency.

The session reviewed topics such as:

- Personal Injury Liability
- Legal procedures and laws as they relate to injury on the highways
- Impact of the updated laws and procedures
- Slipping and tripping claims
- Identification of hazards - evidence and causation

The participants welcomed the training indicating that it was useful and enlightening and has enhanced their knowledge of the subject. This will in turn serve them well as they perform their duties in the area of litigation on behalf of the Agency.

The Training and Development Unit has a mandate - to train and develop every member of staff and in so doing develop a highly competent cadre of individuals who are not only willing but also able to achieve the Agency's goals and objectives.

ONE AIM, ONE DESIRE - The success of the National Works Agency.

TEAM NWA!

Big Up!

John Congrats to the Team

cc send Stephen Shaw

Calvin To be placed in the Roadster 17/10/06

38 Hall Crescent
Alysham
Kingston 8
July 24, 2006

Mr. Ivan Anderson,
CEO,
The National Works Agency,
140 Maxfield Avenue,
Kingston 10.

RECEIVED
JUL 27 2006
N.W.A.
RECORDS SERVICES UNIT

Dear Mr. Anderson,

re: E. Kings House Road and Russell Heights intersections.

I write to commend you and your team for bringing the first world to these two areas of the city!

What used to be a nightmare scenario virtually 24/7 now has genuine flow, and a civilized resolution to the complex labyrinth represented by these two intersections has been devised.

The thought, design work and physical labour that have gone into E. Kings House and the almost finished Russell Heights is greatly appreciated. Apart from the aesthetics and fine signage it will reduce the blood pressure of many motorists and no doubt even increase productivity!
Well Done.

Yours sincerely,
[Signature]
Sophia Jones (Miss)

CHIEF EXECUTIVE OFFICER
JUL 28 2006

COMMUNICATIONS & CUSTOMER SERVICE
RECEIVED
Date: 12/18/06
A.C.

LISA GRIFFITH
& UPPER MARK WAY
KINGSTON 8.

18 October 2006

Mr. Milton Hagley
Chief Executive Officer
National Works Agency
140 Maxfield Avenue
Kingston 10.

Dear Mr. Hagley,

I am writing to inform you of an incident involving a group of your workers, which occurred on Thursday 28 September 2006.

There was at the time a lightning and thunder storm, at approximately 2:30 pm. During the storm, the roof of my home caught fire and was ablaze, presumably after being struck by lightning. I live in a townhouse complex, and as you know, fire can easily spread from one house to another.

There was a group of NWA workers, filling potholes about one kilometre away, and when they heard news of the fire, they came and assisted. The workers were able to put out the blaze with hoses and buckets of water. They were very proactive in isolating the fire, by sectioning the roof, so that the fire would not spread to neighbouring houses.

By the time the Fire Department arrived, the fire had been extinguished, and their job was made easy, by the work done by the NWA workers.

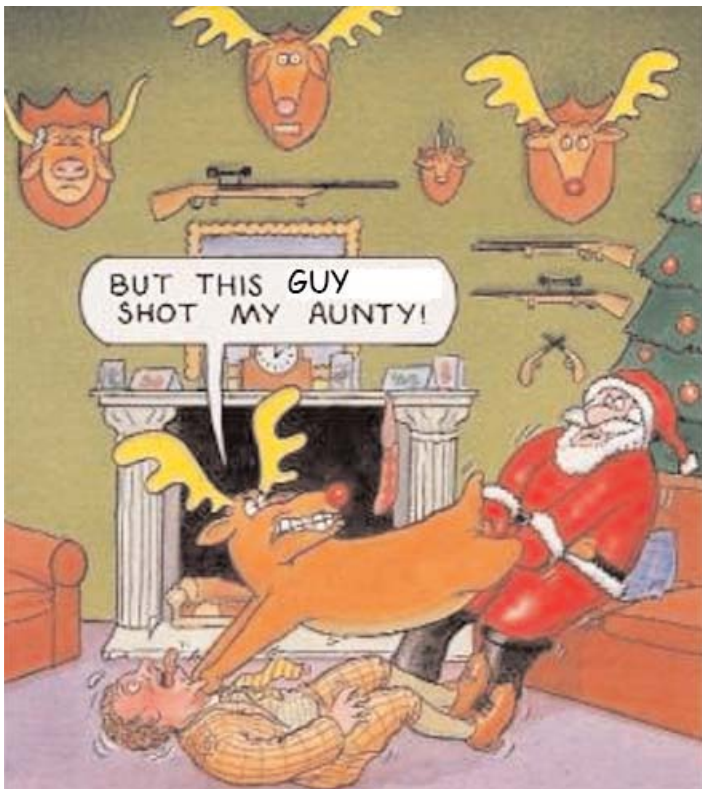
I would like to take the opportunity to thank these workers, who went way above and beyond the call of duty to assist us in our time of need. In these times of pervasive negativity, I am relieved and refreshed to experience the selfless support of my fellow citizens, and I am encouraged to know that Jamaicans are indeed a caring people.

Yours truly,
[Signature]
Lisa Griffith.

COMMUNICATIONS & CUSTOMER SERVICE
RECEIVED
Date: 22/11/06

CHIEF EXECUTIVE OFFICER
NOV 16 2006
N.W.A.
RECORDS SERVICES UNIT

Stephen I do believe this is a highlight in our NWA's history. cc. Let's try to get a group of workers to do this.



Policeman testifies in court.....

If you ever testify in court, you might wish you could have been as sharp as this policeman.

He was being cross-examined by a defense attorney during a felony trial. The lawyer was trying to undermine the policeman's credibility...

Q: "Officer -- did you see my client fleeing the scene?"

A: "No sir. But I subsequently observed a person matching the description of the offender, running several blocks away."

Q: "Officer -- who provided this description?"

A: "The officer who responded to the scene."

Q: "A fellow officer provided the description of this so-called offender. Do you trust your fellow officers?"

A: "Yes, sir. With my life."

Q: "With your life? Let me ask you this then officer. Do you have a room where you change your clothes in preparation for your daily duties?"

A: "Yes sir, we do!"

Q: "And do you have a locker in the room?"

A: "Yes sir, I do."

Q: "And do you have a lock on your locker?"

A: "Yes sir."

Q: "Now why is it, officer, if you trust your fellow officers with your life, you find it necessary to lock your locker in a room you share with these same officers?"

A: "You see, sir -- we share the building with the court complex, and sometimes lawyers have been known to walk through that room."

The courtroom erupted in laughter, and a prompt recess was called.

