

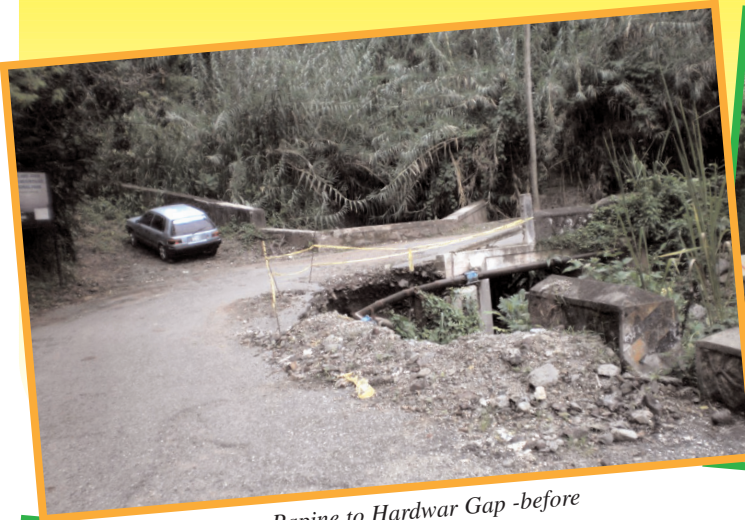
MAJOR CORRIDOR GETS MULTI-MILLION DOLLAR SAFETY IMPROVEMENT



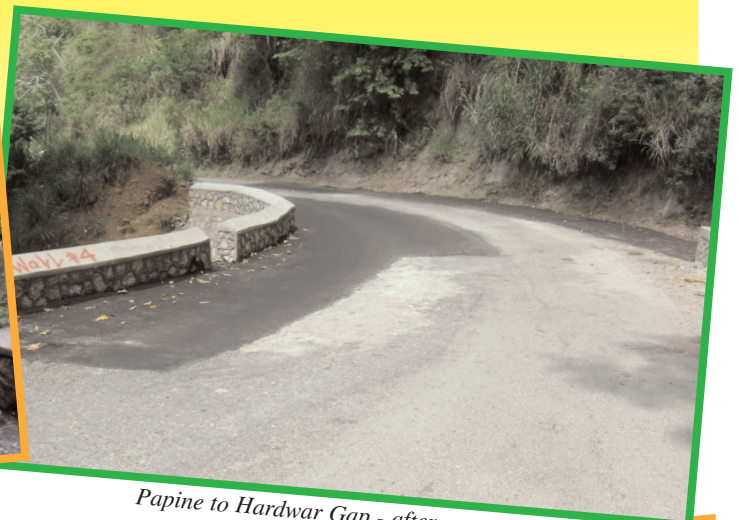
The Hon. L. Michael Henry - Minister of Transport and Works (right) and the Hon. Edmund Bartlett - Minister of Tourism, switching on a set of traffic lights at Greenwood, St. James. Ian Neita of the Tourism Enhancement Fund (TEF) [at right] looks on. The Minister along with several officials from both the private and public sector, recently commissioned into service three sets of traffic signals along the Rose Hall main road in St. James. The Stretch, which has been dubbed the "Golden Corridor", has seen the installation of fourteen sets of traffic signals, placement of Raised Pavement Markers (Cat's Eyes) and the painting of medians, as part of a Multi-million dollar thrust to improve the safety of road users. The TEF has been a major sponsor of the effort.



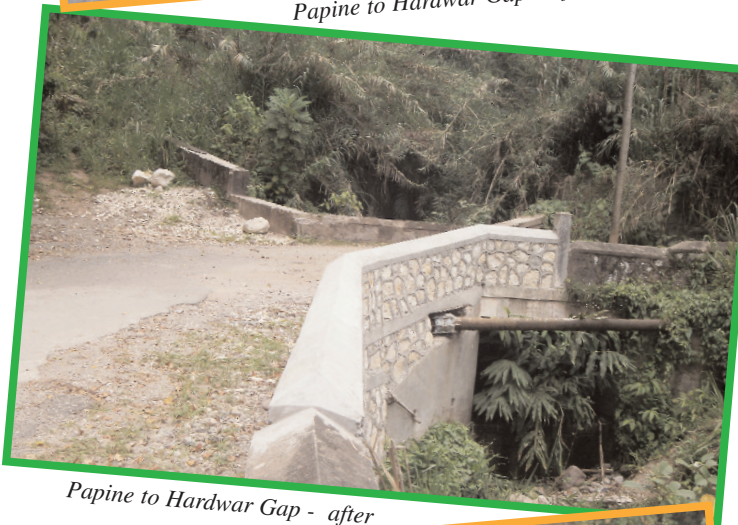
RETAINING WALLS MAKING OUR ROADWAYS SAFER



Papine to Hardwar Gap - before



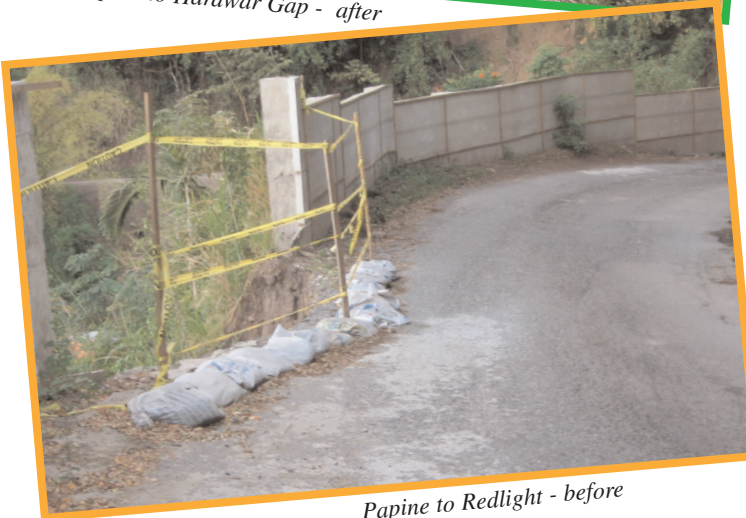
Papine to Hardwar Gap - after



Papine to Hardwar Gap - after



Papine to Hardwar Gap - after



Papine to Redlight - before



Papine to Redlight - after

NWA to implement Islandwide Master Drainage Plan

With many towns and communities around the country suffering from extensive flooding, during inclement weather, which then results in massive collateral damage. The National Works Agency (NWA) is moving to develop a comprehensive drainage plan, targeting major townships across the island. The objective of this plan is to develop comprehensive drainage and flood control solutions for the Kingston Metropolitan Area, as well as Spanish Town and its environs. The plan will extend to May Pen, along the Central Jamaica corridor; Ocho Rios, St. Ann; Santa Cruz, St. Elizabeth and Port Maria, St. Mary. The drainage plan will be developed in phases and will complement the planned upgrading of the islands' road network.

The Kingston Metropolitan Area (KMA) has been divided into six areas of study. Concentration will be on Constant Spring Road, between Manor Park and Half Way Tree, Hope Road, between Kings House and Half Way Tree, Hagley Park Road from Half Way Tree to Three Miles, Mona Road, from within Mona Heights to Liguanea/Wellington Drive, the entire New Haven community, Bull Bay and Midtown Kingston, bounded by Heroes Circle to the North Street, South Camp Road to the east and Tivoli Gully to the west.

Stanley Consultants Limited has been engaged by the NWA to undertake the study. On completion of the study on drainage in these specific areas, the NWA will receive preliminary designs from the consultants to incorporate into the designs of the road network in the selected locations. The study examines areas prone



A section of Main Street in Ocho Rios after massive flooding in April 2008

to flooding and specific concerns at various locations. The Master Drainage Plan will enable the Agency to address the current and future drainage needs along roads being upgraded.

These studies commenced in April 2010 and are expected to be completed within a year. The cost of undertaking the project is US\$ 750,000.00.

NWA PRESENTS ITS DISASTER PREPAREDNESS AND EMERGENCY RESPONSE OPERATIONS TO REGIONAL AND AREA HEADS OF THE JAMAICA CONSTABULARY FORCE (JCF) - ST. ANDREW DIVISION



Mr. Richard McHargh (Left) and Miss Edmarine Lowe-Ching (Right), presenting the NWA's Disaster Preparedness and Emergency Plans and Procedures to a group of Regional and Area Heads of the Jamaica Constabulary Force (JCF), St. Andrew Division. The presentation, which was done on Tuesday, June 22, 2010, at the Constant Spring Police Station, in St. Andrew, forms part of disaster/emergency preparedness efforts aimed at fostering close collaboration with the Police and the NWA, in disaster or emergency situations. This, to facilitate increased response-effectiveness during such events.



A group of Regional and Area Heads of the JCF, St. Andrew Division, listening intently to the NWA's Presentation on its Disaster Preparedness and Emergency Response operations - The Constant Spring Police Station, in June.

MUDFLOW AND ITS IMPACT ON THE country's infrastructure

Every year, Government through the National Works Agency spends millions of dollars to clean and maintain the island's drainage systems. Culverts are re-opened, catch basins are cleaned and the capacity of gullies to take storm waters improved. Garbage, both domestic and industrial is disposed of in some of these waterways, causing damage. Equally destructive are mud flows.

Mud flows some of which are triggered by landslides have been responsible for much of the damage that is experienced in some areas. The NWA estimates that some 70 billion dollars is currently needed to fix the island's main road network and attendant features, such as rivers and gullies. Much of the damage to the infrastructure over the years has been as a result of the many hurricanes and tropical storms that have impacted the island over the last 10 years. The eastern section (St. Thomas, Portland, St. Mary and rural St. Andrew) have borne the bulk of the damage to the infrastructure, resulting from mud flows, some of which was triggered by landslides. The geological make-up of the land formation in these areas make them highly susceptible to these types natural phenomena.



Landslide blocking the roadway to Tower Hill, St. Andrew



House and vehicle partially submerged by mud-flow

precipitation in Eastern Jamaica," Ahmad,



Roadway after it has been re-opened

Miller and Rowe explained that the steepness of land in these parishes was a major cause for the landslides that the country has experienced in some parts of these parishes. "Eastern Jamaica represents extremely steep and rugged topography

with the crest of the Blue Mountain Range reaching 2,254 meters within about 10 kilometers of the coast. Landscape in eastern Jamaica is geologically young (Quaternary). It is seismically most active part of the island and appears to be undergoing neo-tectonic uplift. Watersheds are relatively small and steep. Rivers flow through steep canyons onto alluvial/debris fans before emptying into the Caribbean Sea."

While nature is responsible for some of the damage/effects of mud flows on the infrastructure, there is also the human element. The absence of flat lands in these parishes has resulted in persons settling in areas unsuitable for housing and in some cases denuding hillsides for subsistence farming or for housing. "With the exception of alluvial fans, flat areas are rare in the parishes of Portland, St. Thomas, and Upper St. Andrew. Communities have settled on fans and development activities are hindered by a lack of flat land ... landslides

In a paper titled, "Landslides related to pre-

PREPARING & MITIGATING FOR THE HURRICANE SEASON in the Central Region

The 2010 hurricane season in Jamaica officially begins on June 1 and ends on November 30. The peak months of the year for hurricanes are August and September. Of the 18 storms predicted, it is anticipated that 10 hurricanes are expected to form in the Atlantic Basin.

Disaster Preparedness and Disaster Mitigation are two concepts that are spoken about and even emphasised during the Hurricane Season. Disaster Preparedness includes all of the activities that are carried out prior to the advance notice of a catastrophe in order to facilitate the use of available resources, relief and rehabilitation in the best possible fashion. Disaster Mitigation is the ongoing effort to lessen the impact disasters have on people and property. Disaster Management is the process of addressing an event that has the potential to seriously disrupt the social fabric of the community.

The National Works Agency has commenced mitigation work across the parishes of St Elizabeth, Clarendon and Manchester. Over \$7 Million will be spent in the initial stage of this year's mitigation programme.



Heavy rains have over the years caused serious flooding in Manchester. Through the mitigation programme drains in the communities of Christiana, Holmwood, Cobbla, Devon, Craighead, Plowden, New Forest, Hatfield, Wales and Kingsland are being cleaned.

There are several flood prone areas in Clarendon. In the Southern belt, areas such as Alley Bridge, Rhymesberry, Race Course, York Town, Water Lane, Toll Gate, Milk River, Free Town, Portland Cottage, Mitchell Town, Sandy Bay and Rocky Point usually experience some flooding during abnormal weather rainfall.

In Central Clarendon, flooding is sometimes experienced in May Pen, Longsville, Chapleton, Clarendon Gardens, Coca Walk, Cave Valley, Aenon Town and Bog Hole, Ballads River, Crooked River, Grantham, Nine Turns and Cocoa Walk.

Landslides are also a feature of Clarendon, whenever there is heavy rainfall. This occurrence is most prevalent in the north affecting areas such as Kupius to Colonel Ridge, Ballards River, Crooked River, Grantham, Nine Turns and Cocoa Walk.

The parish of St Elizabeth also has its share of flood prone areas. These include Emmaus, Cataboo, Santa Cruz, Thornton, Arlington, Vineyard, Middle Quarters, New Holland, Parottee, Myersville, Goshen, Slipe, Maggoty and Mountainside. These and other flood prone areas are now being targeted for mitigation works.

Mudflow and its impact ... Contd from page 4

preferentially occur in locations where the direction of dip of bedding in the shale and sandstone sequence daylights in slope faces. Landslides occurred both in the landscape modified for human use as well as on slopes under dense forest cover."

Given where many of these communities are located, in order to make them accessible, large retaining structures with appropriate drainage are important. It is for this reason, many retaining walls are built along some of these corridors. These walls and

drainage structures sometimes fall prey to nature's fury. Landslides that cause mudflows sometimes block drains, which then cause heavy deposit of silt and mud to be on the corridors and in some instances lead to the collapse of already in place structures or cause breakaways that necessitate the construction of walls. These occurrences also often lead to other challenges, such as downed power lines and disrupted water supply.

In building resilience, the NWA has

improved the design of critical structures along corridors, bearing in mind the peculiarities of the locations. Historic information is critical in this regard, as it helps to form a major plank of the strategy for (re)construction. Improving such features as Fordings, where they are present is also an important part of the effort. Fordings, while becoming impassable during bouts of heavy rainfall are crucial as they allow for the easier passage of water and debris during heavy rains.

RIVER TRAINING WORKS MAKING A DIFFERENCE *in Northeastern parishes*

River training also known as 'river engineering' is the process of planned intervention in the course, characteristics, or flow of a river. This is normally done with the intention of deriving a defined benefit such as the mitigation of flood effects to protect life and property or to restore riverbanks and riverbeds that have been eroded or disturbed. It also allows for easier passage across or along rivers and prevents, in some cases, sediment deposit within the river.

In Jamaica, there are over one hundred rivers, a number of which are potentially dangerous. Some rivers change in size and shape over time a phenomenon that is referred to as fluvial geomorphology. Deforestation, mining and natural erosion all contribute to a river becoming unstable. In such cases, river engineering may become necessary to physically alter the river course in order to sustain the wellbeing of people and to protect property. River engineering is challenging, but is critical given the mountainous characteristic of the island. Rivers run swiftly in deep beds and are therefore more likely to cause damage,



Training in progress along the banks of the Yallahs River

especially during or after heavy rainfall, mainly because of the speed at which they travel.

Northeastern parishes which are characterized by high mountains and numerous rivers often have need for such works. The parishes of St. Mary, Portland and St. Thomas have, in recent times, benefited from river training works. Over the past twenty-four (24) months, approximately ten (10) rivers in these northeastern parishes have been altered or repaired. These are the Swift River, White River and Pagee River in Portland; Banacal Gully, Tiber River 1 and 2, Outram River and Wag

Water River (Agua Alta River) in St. Mary and the Spring Bank and Yallahs Rivers in St. Thomas.

These works have provided some relief for residents that had been affected by errant rivers or waterways for some time. In Broadgate, for example, exposed foundations of several homes spoke of the unforeseen terrors that some persons faced in times when the river was in spate. One resident, Nicholas, recalls how scary it was during Tropical Storm Gustav in August 2008, when he says the Wag Water River rose several meters to be as high as the level of the road. He points out a lone wall which he says represents the front wall of a house that was washed away. He expressed gratitude for the work that was done which also included a pedestrian bridge across the river. He however, lamented that further river training work is needed downstream for maximum protection of the properties on the riverbank.

Over in Portland, an elderly resident of Chipshall told stories of how the Swift River had eroded its banks to such an extent that the residents living on the northern side were often afraid to go to sleep at nights, for fear that their houses would wash away during a sudden rainfall. She said she was happy for the work that was done especially as it had provided some work for some residents of the community while it lasted. As for the impact of the works she affirmed that community members were more comfortable and felt much safer.



Belverdere, St. Thomas - River Training in Progress

THE WASHINGTON BOULEVARD IMPROVEMENT PROJECT

the promise of a good thing

Civil works on the Washington Boulevard (Fifth Road) Improvement Project (WBIP) which officially commenced on January 4, 2010, is progressing well. The project which is geared at widening 2.75 kilometres of the Dunrobin Avenue/Washington Boulevard corridor from its existing two to six (6) driving lanes, may be considered a beacon amidst the present economic lull.

WBIP, with its deliverables of three (3) new major bridge structures, the construction of four (4) new traffic lanes, the installation of five (5) new traffic signals and accompanying pedestrian facilities along the corridor; additional street lights; new and enhanced drainage systems; and the construction of sidewalks, is expected to be a model corridor within the corporate area.

PRESENT STATUS

June 15, 2010, marked the 23rd week of WBIP and an overall completion status of approximately eighteen per cent (18%). This meant that to this date, the contractor had completed:-

1. Site Clearance and topsoil removal at various locations along the corridor;
2. Excavation and filling along approximately 1,300 metres;
3. Placement of sub-base material along 500 metres;
4. Placement of sub-base and base over the Red Hills Overpass, including embankment fill;
5. Placement of Asphaltic Concrete on the Overpass to facilitate traffic over the bridge;
6. Installation of 600mm and 900mm of storm drainage pipes along one kilometre of the corridor;



A section of Washington Boulevard being worked on

7. Installation of 150mm diameter NWC Forced Sewer Main. Testing also completed;
8. Placement of U-Drain along 70 metres of the roadway, within the vicinity of Savanna Avenue (northern corridor);
9. Patching of detour routes: Savanna Avenue, Three Views, Elizabeth and Lindsay Avenues, Renfield Drive and Lindsay Terrace;
10. Preparation of rebars for Bridge Structures at Merryvale Gully and the Red Hills Overpass and Interchange;
11. Excavation for the western abutment at the south-eastern ramps of the Overpass (Structure 5);
12. Demolition of the northern structure of the Red Hills Bridge (Structure 2), as well as its north-eastern ramps (Structure 6).

CHALLENGES

The project has encountered some challenges which were presented by the encounter of underground cables and conduits of the various utility companies, poor weather conditions (rainfall) in recent months, as well as the recent social unrest in Kingston and St. Andrew. These situations resulted in some degree of setback in the anticipated progress of the project to date - a total of 30% of project-time has elapsed whereas 18% of the project-works have been completed. Notwithstanding this, Project Manager, Alfonso Marshall is confident that the demonstrated efforts of the contractor and the NWA will ensure that the project is completed within the contract time of sixteen (16) months.

EXPECTATION

That WBIP will upon completion, be one of the highlights of the Kingston Metropolitan Region (KMR), is a vision shared and expressed by Mr. Marshall.

"We are giving, and will continue to give this project nothing less than our best, says, Alfonso Marshall, "at the end of which we expect the result to be a product which speaks of good work, an enhancement to the KMA and to Jamaica's Road Network, as a whole."



Side view of the old Red Hills Road Overpass that has been demolished to facilitate a new three lane bridge as part of the project

The Washington Boulevard Improvement Project (WBIP) is slated for completion on May 3, 2011.

NEW MATERIAL TESTING LABORATORY

for Western Jamaica

The National Works Agency (NWA) is set to ramp up its ability to deliver quality work and value for money through the construction of a new, state of the art Material Testing Laboratory in Western Jamaica. The facility is being constructed in Flankers, St. James, on the compound of the NWA's St. James Parish Office. Construction of this new facility began in June 2010 and will serve the western parishes of Trelawny, St. James, Hanover, Westmoreland and St. Elizabeth.

As part of its strategic thrust, the NWA is on a drive to improve its ability to monitor the quality of work being done on its behalf by contractors. Currently the NWA depends solely on the Materials Testing Unit (MTEU) located at its headquarters on Maxfield Avenue, Kingston for assistance in monitoring projects being executed on its behalf across the island. Private laboratories are currently relied on to augment the work of the MTEU a situation that the agency wants to change. To this end, the laboratory testing facilities at the MTEU is slated to be improved. Another facility is also to be constructed in the Central and Region. This proposal forms part of the European Development Fund Project which in this instance is developing the institutional strength of the material testing laboratories available to state agencies.

Director of the Quality Assurance at the NWA, Mrs. Orlene Nembhard - Rowe says that the European Development Fund, through its 9th EDF project will provide laboratory equipment and utility vehicles for the testing facilities, which fall under this project. The project will also upgrade the skill set of the laboratory staff, through specialized training. The fund will also provide for consultation on research and development projects.

The testing facilities will serve not only the NWA but also the Ministry of Local government and the Parish councils. According to Mrs. Rowe these organizations will use the testing facilities to assess the standards of road improvement and maintenance proj-



Under Construction: Material Testing Lab at Flankers, St. James

ects for both the Main Road Network and Parochial roads. The regional testing facilities will allow timely testing in the regions without putting undue strain on the resources of the MTEU. In so doing, the efficacy of the quality control methods employed by these agencies will be improved.

The NWA has set the wheels in motion for this project with the construction of the new facility in Flankers, St. James. The laboratory is being constructed by local contractor - Surrey Paving and Aggregates Limited, through Segment 1A of the Northern Coastal Highway Improvement Project. This project involves the dualization of a section of the A.G.S. Coombs Highway, which is popularly referred to as the Bogue Road in St. James. A temporary laboratory was set up to facilitate the efficient execution of this project. Upon completion of the works, it has been decided that, all testing equipment will be transferred to the new

laboratory in Flankers.

The new laboratory will not function independently, but will be an extension of the MTEU .

"The western laboratory will serve as a satellite site, with the hub being the Kingston facility." Mrs. Nembhard - Rowe explained.

Significant benefits will accrue from the establishment of this regional testing facility.

According to Mrs. Nembhard - Rowe "Presently all tests are executed by the MTEU in Kingston... this requires a lot of planning and co-ordination. The new facility will facilitate speedier testing and feedback to relevant personnel. This will lead to an improvement in the quality of road improvement projects executed by the NWA and other government agencies."

New Bridge Open in Bog Walk, St. Catherine

After many years of having a defective steel truss bridge replaced by a Bailey Bridge, residents, motorists and individuals who commute between the town of Bog Walk and adjacent communities such as Linstead and Church Road in St. Catherine now have a more reliable structure, through which to travel. A new two lane permanent bridge was recently completed in that town, as part of the National Works Agency's (NWA) US\$45 - million dollar R.A. Murray International Limited, Jamaica Bridge Development Programme.

Construction of the bridge, which started in September 2007 was delayed for a prolonged period, as the original sub-contractor had

to be replaced. This resulted from a breakdown in contractual relations. In addition, the Bog Walk Gorge was closed in August 2008, as a result of major damage to the roadway caused by flood rains. This hampered the transporting of materials to the site. Relocation of a National Water Commission (NWC) water line, also added to the delay of the commencement of works.

Motorists and commuters who travel between Bog Walk, Spanish Town and Kingston are happy that the bridge is complete. They say that the cost of transportation between these towns will be reduced considerably.

Many persons had complained about the negative impact on their lives, resulting from them not having a reliable structure on which to travel. Operators of businesses were also dissatisfied that the economic life of the town was affected, as customers and prospective customers had difficulties accessing certain sections of the

Contd. on page 10

The Fuel Cess... Upgrading Roads and Structures

The National Works Agency has recognized for sometime that funding provided through the Road Maintenance Fund was inadequate to address the dire needs of the road network and sustain the routine maintenance of these roads.

It is for this reason that the Road Maintenance 10 year plan recommended that additional funds could be generated by imposing a special Fuel Tax. This would be dedicated to the repair and maintenance of all roads; parochial, main and farm.

The Fuel Cess was introduced last April as a means of securing funds dedicated solely to the improvement of roads and structures. Minister of Finance and the Public Service, Audley Shaw, during his 2009/2010 budget presentation announced the "Fuel Cess". He said that of the \$8.75 cess to be added to the cost of a gallon of fuel, 20 per cent of that amount would go to the Road Maintenance Fund. This he said would be used for the improvement of roads and structures. The Minister also promised that the percentage from the fuel tax that would be paid into the fund would

be increased gradually after the first year.

An emergency \$2 billion Fuel Cess Programme commenced in May 2009, by the National Works Agency. These funds were collected through the Special Fuel

and retaining wall construction have been undertaken. The funds were used to address the rehabilitation of roads in several parishes. Importantly, the majority of roads selected were not restricted to A or B class roads. To date in excess of 110 kilo-

metres of roads have been addressed costing just over \$672 million.

Breakaways have also been addressed. This was critical because if these locations were allowed to remain as they were, roads would be lost or major damage occur. Twenty retaining walls have been constructed. The majority of these located along the corridor between Papine and Hardwar Gap. Walls were also constructed along the Trout Hall to Grantham, Alston to White Shop control sections in Clarendon, Border to Cuffy Gully in

St. Mary and Stettin to Highgate Hall in Trelawny. Without these funds the walls could not have been addressed at this time. Just over \$762 million was spent on this programme.

Cess imposed and was used specifically for addressing the urgent needs of the road network Maintenance Programme.

Resulting from this initiative a number of critical projects involving road rehabilitation



King Street, Downtown, Kingston - Completed under the Fuel Cess Programme

MISSION ACCOMPLISHED!

Waterloo Roadwork complete

The US\$5.5 - million Waterloo Road widening and bridge building project is now complete. The project which got underway in June 2009 with the construction of a four lane bridge to replace the Ford, was completed in May. The four lane bridge was completed in December 2009, when the works for the widening of the corridor got underway.

As part of the project, Beresford Crescent, Dulwich Drive and Annette Crescent were repaved. Some drainage work and curb repairs were also done along these corridors. The works along these roadways complemented the major aspects of civil works that were undertaken in the area. The scope included the relocation of utilities, including Jamaica Public Service Company poles; construction of major drains; installation of new traffic lights; lane markings and signage.



A section of the newly completed Waterloo Road, St Andrew

Minister of Transport and Works, Mike Henry officially opened the road on May 15. Among the other persons present were Member of Parliament, Delroy Chuck, NWA, Chief Executive Office, Patrick Wong and representatives of the contracting firms Y.P. Seaton and Kier Construction.

Minister Henry has expressed his happiness at the project being completed. He said the completion of the bridge and road works signaled an important step in ensuring the safety of customers who use the corridor on a regular basis.

Bog Walk Bridge... Contd. from page 9

town. Their hope now is that business activity in the town will return to some semblance of normalcy.

Students, especially those attending the nearby Bog Walk High School were also affected. A journey that would normally take 40 minutes traveling from home to school, took twice the time at increased cost. Vendors lost business. Even the Bog Walk Police were affected: closure of the bridge affected their crime fighting abilities and the time it took to respond to calls from residents.

Construction of this bridge took almost three years and cost just over US\$1.7 million. It was opened to motorists and pedestrians in early June. It is one of fifteen new bridges that have been completed under the R.A. Murray International Limited Jamaica Bridge Development Programme.

The Jamaica Bridge Development Programme is an island wide thrust by the government to replace bridges that have outlived their useful life.



The new Bog Walk Bridge in St. Catherine

IN THE NORTHEAST ...

The year 2010 has, so far, been a rather uneventful year for the Northeastern region. There are noted differences from the similar period last year when constant rainfall, beginning in February, created many issues for the region. As with most other parishes the region underwent a drought, in more ways than one, but despite the relative slowness the region has seen some structural improvements in recent months.

In St. Thomas, Phase 2 of the Yallahs River Training project was completed in April. This river, which has been rather destructive in times past, benefited from protective bunding works on approximately 3000 feet of riverbank. The works are expected to provide additional protection from flood waters for property in the vicinity of the river and also the Yallahs Bridge, which was completed in July 2008. Even the weather proved to be cooperative during this project as it is reported that there was no significant rainfall for the entire duration of the project. The project lasted for three months.

Some corridors in Portland also benefited from protective structures. Two such corridors are the Muirton to Fair Prospect and the Rio Grande to Hope Bay corridors along which guardrails were erected to further aid motorists to stay on the aligned roadway. Guardrails were erected at the locally famous "Si-mi-no-more" corner (Muirton to Fair Prospect), which is a narrow thoroughfare that many trucks often have trouble negotiating. This problem is expected to be corrected, even temporarily, with the new protective measures put in place, which were complemented by the construction of concrete domes on the corner itself. Guardrails were also placed at Somerset (Rio Grande to Hope Bay) at the site of a freak bus accident that occurred in December 2009, where three persons died.

Over in St. Mary, Constituency Development Fund and Emergency Restoration account for the reconstruction of two roadways currently underway. These corridors are the Trinity to Fontabelle corridor and the Sandside to Hampstead road. The scope of works will include restorative reconstruction to include basework, patching and the construction of drainage structures. These works should be completed by July.



Concrete Domes along the roadway at See-Me-No More, Portland



Newly erected Concrete Domes and Guard Rails at See-Me-No-More, Portland



Steer Town Bridge under construction (St. Ann)



Retaining Wall being constructed to facilitate the widening of the approach road to the Steer Town Bridge

DCI...the new buzz term in customer service within the Public Sector *(Part two)*

Part One of this article, carried in last issue (March 2010), spoke in some detail about six (6) value chain elements that facilitate and impact the delivery of good customer service, and with which the DCI must be intimate. Further to these elements, however, the DCI must be aware of what is called the **DCI Psychology**, which involves three (3) main elements: Tension to Stress Continuum; Power Relations; and Validation.

1. The first element of the DCI Psychology is the **TENSION-STRESS CONTINUUM**: Customers come to the DCI with some amount of tension. Tension is inherent in all interactions, and this is not necessarily a bad thing. However, it is imperative for the DCI to manage this tension so that it does not escalate to stress, as when tension moves up the continuum to stress level, communication is likely to break down and any hopes of a win-win situation may be lost. It is sometimes necessary for the DCI to admit that he/she is not in a position to provide the customer with what the customer needs but that the DCI will put the customer on to someone who is in a position to deliver.

Always, customers come to the organization with tension about three aspects of the service access cycle as illustrated below:-



Tension of the Customer:

Access - Am I going to be able to get the service?

Delay - How long will I have to wait?

Quality of Interface - Will our interaction be progressive and pain-free?

The DCI should be aware of this inherent tension - a basic aspect of the DCI Psychology - and should therefore pre-position him/herself to deal with this in a manner that would appease the inherent tension of the customer and prevent this tension for moving up the continuum to stress level.

2. **POWER RELATIONS**: Who has the upper hand? Customers many times enter the service access cycle with the view that they have the upper hand. This may be evidenced in them stating who they are, whom they are affiliated with, who sent them, etc, and they may generally portray an attitude that says "I must get what I want...now". The fact is that the DCI has the upper hand and must therefore manage the interaction such that the DCI regains and/or maintains the upper hand in the interaction, of course always with the view of providing a nonetheless great customer service experience for the customer.

3. **VALIDATION**: What do I expect from the Customer-DCI interaction? Most times what the customer expects is that he/she should get what he/she needs, right away. The DCI should be acutely aware of this and should manage the customer-DCI interaction in such a way that the customer is assured that the DCI is knowledgeable, efficient, courteous, and is in fact doing his/her

utmost best to ensure that the customer's need is met in the most effective time.

It is very important for DCIs to be consistently conscious of the impressions that their attitudes and behaviours have on customers. As quoted by Dwight Uylett of the Cabinet Office in his March 2010 presentation on DCI: **"Every action from the service end is interpreted and used."**

This quote has much support from Dr. Derrick Deslandes, Head of Centre of Excellence at the Ministry of Agriculture. Dr. Deslandes, also in a presentation on the DCI (March 2010), emphasized that DCIs in the modernized public sector is expected to manage customer impressions and in essence customer perception, by closely monitoring their own actions as DCIs.

It cannot be overemphasized that much of customers' reality is based on how they perceive you - the DCI - and most of this perception has its basis in how you communicate non-verbally with them. It is important to note that, according to the presentation by Dr. Deslandes, approximately 70% of Jamaicans' communication is non-verbal. It is important therefore for the DCI to keenly manage non-verbal communication and by extension, customer perception. In this regard, the DCI must at all times subdue his/her own personal, negative thoughts about any customer.

A very practical scenario was cited by the Dr. Deslandes. It involves a customer walking into the organization and presenting him/herself to the DCI - reeking of perspiration, which the DCI may find very offensive. It would be necessary and indeed most important at this point for the DCI to consciously subdue any negative thought that may spring to his/her mind regarding the customer, because the minute that the DCI allows him/herself to dwell on unpleasant thoughts about the customer, the DCI may involuntarily flinch or literally, physically retreat - a situation which would immediately compromise the interaction between customer and DCI and many erase all hopes of a positive interaction between customer and DCI.

The DCI and the organization must at all times endeavour to manage perception. Further, organizations of government must be aware that customers are their bosses! Customers pay the bills of the organization, literally, although customers do not have the power to directly fire individuals. DCIs must therefore realize that they are in service to the customers, in other words, YOU work for THE CUSTOMER!

Indeed the responsibilities of the DCI are great, but the results of diligently executing these responsibilities will, in all probabilities, accrue great benefits . . . satisfaction for the customer, success for DCI and prosperity for the organization as a whole. In addition, the sense of personal achievement that goes with a DCI witnessing a customer's satisfaction, and beyond that, a customer's delight, is a victory of which a good DCI should never tire.

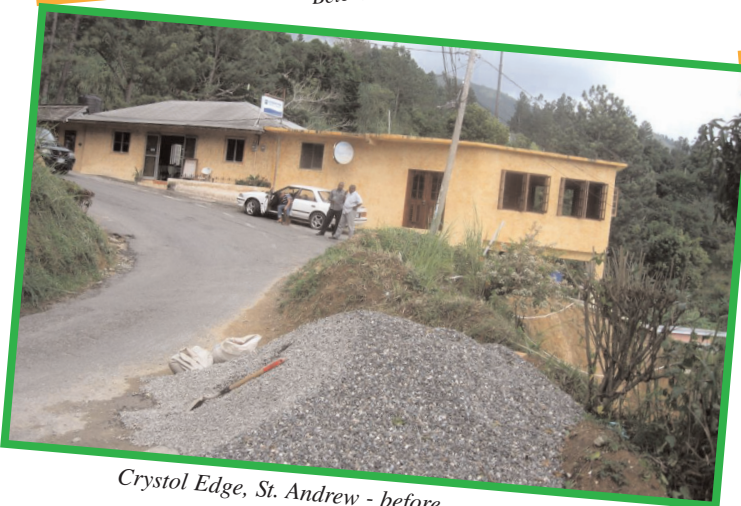
RETAINING WALLS MAKING OUR ROADWAYS SAFER



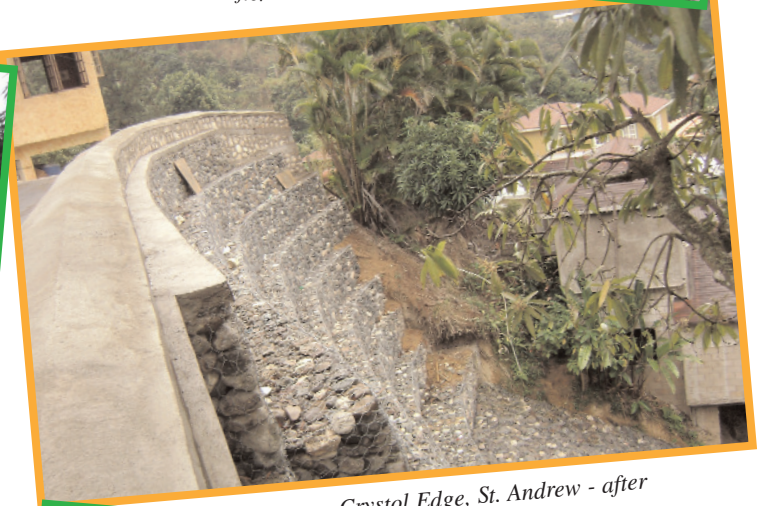
Belcour Lodge Wall - before



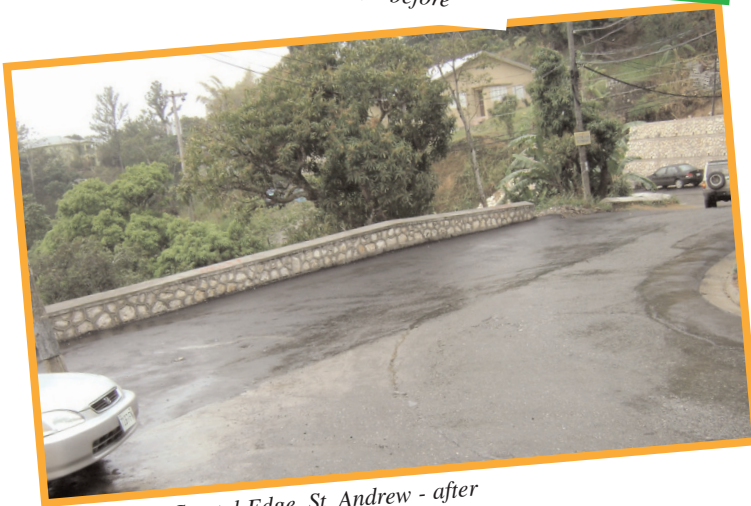
Belcour Lodge Wall - after



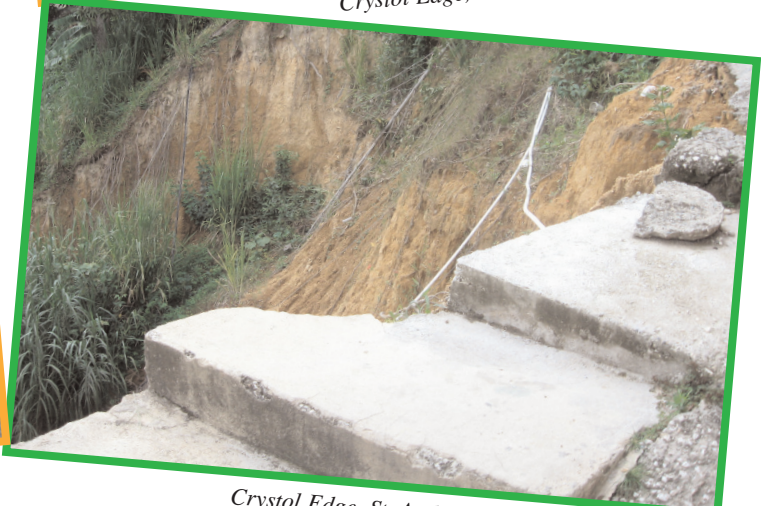
Crystol Edge, St. Andrew - before



Crystol Edge, St. Andrew - after



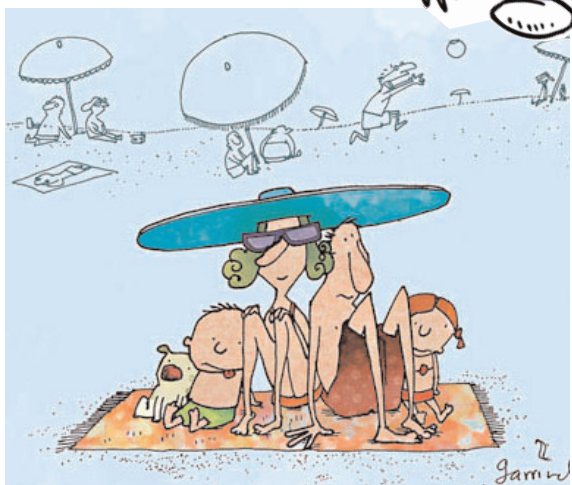
Crystol Edge, St. Andrew - after



Crystol Edge, St. Andrew - after

JOKES

Ha HA Ha!



"Eventually you're going to have to get some swim trunks."

Top tips for healthy eating at fast food restaurants



Make careful menu selections – pay attention to the descriptions on the menu. Dishes labeled deep-fried, pan-fried, baked, batter-dipped, breaded, creamy, crispy, scalloped, Alfredo, au gratin or in cream sauce are usually high in calories, unhealthy fats or sodium. Order items with more vegetables and choose leaner meats.

Drink water with your meal - soda is a huge source of hidden calories. One 32-oz Big Gulp with regular cola packs about 425 calories, so one Big Gulp can quickly gulp up a big portion of your daily calorie intake. Try adding a little lemon to your water or ordering unsweetened iced tea.

"Undress" your food - when choosing items, be aware of calorie- and fat-packed salad dressings, spreads, cheese, sour cream, etc. For example, ask for a grilled chicken sandwich without the mayonnaise. You can ask for a packet of ketchup or mustard and add it yourself, controlling how much you put on your sandwich.

Watch portion size - an average fast food meal can run as high as 1000 calories or more, so choose a smaller portion size, order a side salad instead of fries, and don't supersize anything. At a typical restaurant, a single serving provides enough for two meals. Take half home or divide the portion with a dining partner. Sharing might make dessert (or something else indulgent) more of an option.

Watch your salt - fast food restaurant food tends to be very high in sodium, a major contributor to high blood pressure. Don't add insult to injury by adding more salt.

Avoid buffets – even seemingly healthy ones like salad bars. You'll likely overeat to get your money's worth. If you do choose buffet dining, opt for fresh fruits, salads with olive oil & vinegar or low-fat dressings, broiled entrees and steamed vegetables. Resist the temptation to go for seconds, or wait at least 20 minutes after eating to make sure you're really still hungry before going back for more.

Eat mindfully - pay attention to what you eat and savor each bite. Chew your food more thoroughly and avoid eating on the run. Being mindful also means stopping before you are full. It takes time for our bodies to register that we have eaten. Mindful eating relaxes you, so you digest better, and makes you feel more satisfied.

Remember the big picture - think of eating out in the context of your whole diet. If it is a special occasion, or you know you want to order your favorite meal at a nice restaurant, make sure your earlier meals that day are extra healthy. Moderation is always key, but planning ahead can help you relax and enjoy your dining out experience while maintaining good nutrition and diet control.

Team NWA
let your voice be heard!

We welcome your

articles, poems,

inspirations, quotes, etc

send to: susanwebb@nwa.gov.jm