

# On our Roads



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FIBRE OPTIC

REVELMENT

OVERLAY

CURING

REHABILITATION

HOTMIX

AGGREGATE

CORRIDOR

PATCHING

ASPHALTYIC

ROADWAY

KERB

MITIGATION

BEAM

ARTERIAL

DRAINAGE

PAVEMENT

SUB BASE

# ROADSTER

Volume 37, Issue 62  
December 2021

A Publication of the Communication  
and Customer Services Department

"Paving the Way"

## Making their Mark! ROAD MARKING TEAM EARN STRIPES AS EMPLOYEES OF THE YEAR

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# At Last Rehabilitative work along James Hill to Kellits, Clarendon



Asphaltic Concrete Overlay Works with Lutemen.



Cleaning road surface before Overlay works



Compaction-Overlay Works

Rehabilitation works along the James Hill to Kellits main road commenced in November 2021.This was a much anticipated project as the roadway had not received any significant attention before that time. Being a narrow roadway with slopes, clay soil and heavy rain with little percolation, land slippage and breakaways were regular occurrences. There were also several potholes and failures along the corridor due to the nature of the soil condition.

The National Works Agency under the recurring Maintenance of Secondary Roads Programme contracted the project costing \$27,997,220 to C&C Construction Limited .The contractor started the project by cutting away and removing all the undergrowth from both sides of the road. They further excavated damaged soft spots and filled and compacted excavated areas with base material. Efforts were made to remove all silt and debris to allow free flow after clearing the earth drains along the road. The surface was then scarified, graded, rolled along with base course work and priming. Selected areas were squared up, backfilled with repair of potholes and the work was completed with the application of asphaltic concrete overlay.

This corridor is a heavily used one which serves Kellits, Sandy River, James Hill, Pennants, Croft Hill, Pumpkin, Brandon Hill, Trout Hall and Pedro Cross. Schools such as Kellits High and Claude McKay High along with a forest reserve exist within the vicinity.The main road links St. Ann via Pedro River and St. Catherine via St John. Trucks transport agricultural crops such as sugar cane, cabbage, lettuce, carrots and oranges are frequently on this corridor to bring produce to the marketplace.

# BE MINDFUL: 8 Techniques to Practise at Work



There are so many things that can happen in a single work day. Being mindful can help you stay on top of those emails, phone calls, endless meetings and the mountain of tasks that never seem to lessen. You can be mindful without meditation. Here are some techniques that can help you re-calibrate.

- BE PRESENT IN THE MOMENT** – Be aware of two aspects of your moment to moment experience - what’s going on *around you* and what’s going on *within you*. Mindful work means being present in what you are doing as well as managing your mental and emotional state. If you are finishing a report, give it your undivided attention. Try to resist the office conversation, each time your mind strays to lunch or the item in your Amazon cart bring it back to the task at hand.
- FIND POCKETS OF TIME IN YOUR DAY TO PRACTISE MINDFULNESS EXERCISES.** This will be useful during intense pressure moments. The more exercises you do, you will ease into a mindful state with less effort. This helps to re-center your nervous system, toning down the fight or flight response, so you make reasoned decisions instead of impulsive reactions to situations.
- BE A SINGLE-TASKER** - The truth is nobody is really a multi-tasker. Instead of feeling tethered to too many tasks, practise focusing on a task at a time. Time your tasks – work in blocks of time and keep a log of what you achieve as well as remaining activities.
- USE MINDFUL REMINDERS** – Mindful means ‘remember’ so don’t forget! It’s not as easy as it sounds as our brains are wired to be lost in our own thoughts. According to research at Harvard University, 47% of our day can be spent lost in thought. Try reminders like setting an alarm, taking a mindful breath before you answer that call, or step into that meeting. Pause and reflect rather than react automatically to your environment.
- SLOW DOWN TO SPEED UP** – Being in a rush is often a misuse of energy. Take your time. Effective leaders and workers make the best decisions and yield great outcomes by taking time to reflect before action. Learn how to stop on a physical as well a mental level.
- MAKE STRESS YOUR FRIEND** – Research has found that people who experienced high levels of stress BUT believed stress was good for them had among the lowest mortality rates. Your belief about stress clearly affects how it impacts your health and mental well-being. The next time you encounter stress, observe your response and change your attitude.
- FEEL GRATITUDE** – As humans we have a “negativity bias”, the tendency to dwell on the things that could/have gone wrong. Practising gratitude will make you feel better and also unleashes positive impacts on your creativity, health, relationships and quality of work. If you feel stuck in a job you don’t like – practise gratitude. Focus on what is going well. Maybe you are grateful for the money? Even if it is less than you like, you probably prefer it to having no salary at all. You may not like your manager, but maybe you are friends with a couple of colleagues? You hate the office politics, but it gives you insight into what to look for in your next job.
- ACCEPT WHAT YOU CAN’T CHANGE** – Acceptance lies at the heart of mindfulness. To be mindful means to accept this present moment as is. This does not mean you should give up but to accept the truth of your circumstance before you try to change anything.



## She's back!

### From Intern to Senior Communications Officer

She could easily be mistaken for a high school student because of her youthful appearance, jovial spirit, effervescence and spontaneous animated expressions. The dramatic exuberant dynamo is the newest addition to the National Works Agency's Communication and Customer Services Department (CCSD), Miss Dainalyn Swaby.

The Hampton School graduate is not new to the department as she had done a stint as an intern acting for the previous Communication and Customer Services Officer, who has since left. This valedictorian and go getter has distinguished herself since leaving high school by achieving her Bachelors of Arts in Integrated Marketing Communication, with honours, from the University of the West Indies (UWI). She was also the recipient of a Chevening Scholarship where she wrote for a masters in Global Communication and Development for which she received a distinction.

She is not just a valedictorian but also a queen, as Ms. Dainalyn Swaby was crowned Miss Festival Queen for the parish of St. Elizabeth and, subsequently, crowned the all island festival queen for the year 2017. She was the first national winner from the breadbasket parish in the then 55-year history of the pageant. Her year was dedicated to social empowerment and community outreach efforts that yielded much fruit.

The vociferous and animated millennial is now tasked as the Senior Communication Officer in the CCSD. Just imagine moving from the humble beginnings and from being the student, the learner, the apprentice to now, eight years later, becoming the supervisor of the same department that fostered her.

This extremely competent, creative and environmentally conscious writer is also the owner of the blog Global Yaadie, a podcast dedicated to climate change which has generated interest in 15 countries and continues to grow.

Her tenure at the NWA begins at a most opportune time as plans are well advanced for the implementation of the government's far reaching, impactful and visionary Capital Expenditure (CAPEX) programme. Miss. Swaby will be a member of the team tasked with the responsibility for liaisons with the public.



Dainalyn has taken to the agency like a duck to water, as since arriving in November 2021, she has even besides her regular

duties chaired a programme for the training department, the presentation for the Employee of the Year and other awards in December 2021. The award was received by members of the planning department road marking team which are also being featured in this issue of the Roadster, the article being done by Miss Dainalyn, her energetic self!

With that said we congratulate Miss Swaby on her monumental achievements to date and grant her blessings, grace and prosperity as she continues to chart her path on her road to higher achievements.

## Busso Lane In South Manchester Rehabilitated At Last

Respite has come for residents along the Restore to Pusey Hill Main road in Southern Manchester as the poor driving conditions which had been experienced has somewhat been addressed. The residents' dissatisfaction with the poor state of the roads is well known and they have even staged public demonstrations to register their frustrations. The roadway was heavily pitted and had deteriorated overtime especially due to recurrent flood events.

The National Works Agency started rehabilitative work in the vicinity of Busso Lane along the Restore to Pusey Hill corridor on November 9, 2021. The duration of the project was for six weeks and was contracted to MAE Construction Company Limited at a cost of \$14,676,500.00. The continued deterioration of the road surface has been a vexing issue for residents and other stakeholders that traverse this corridor.

When construction work started, bushing and trimming of trees along with rock excavation was quickly achieved. This was followed by drain cleaning, preparation of formation, base course and priming. The prescribed work was completed with asphaltic concrete overlay by mid December 2021.

The residents along Busso Lane had waited a long time and it was the kind of gift the people appreciated for Christmas. Farmer Rupert Ellis stated that "not even donkey could walk properly on it" before the rehabilitative roadwork. Intensive farming is done in the area with crops cultivated such as gungo peas, melon, yam cassava and potatoes. The Topps Mint Factory is located in the vicinity where cerassee, mint and fever grass are processed and packaged. The Pusey Hill to Restore roadway serves the commercial interests and communities including Pusey Hill, Grove Town, Victoria Town, Warwick and Cross Keys.



Side Drain Cleaning



Scarifying and Preparation of Formation



Compaction of work surface



## Benson Fording in St. Andrew Benefits from Concrete Pavement (Pictorial)

The Benson Fording in St. Andrew is one that has created much discomfort for motorists. This is likely because the asphalt, in the vicinity of the fording, often deteriorates due to the water that is brought into contact with the pavement as a result of motor vehicles constantly driving through.



A comprehensive view of the roadway while under construction



Excavation and preparation of roadway for the construction of the concrete pavement



The concrete curing process being employed as part of the process



Continued on page 5



## NO SPEND CHALLENGE

Oh! Live a little. Buy it! Take the vacation! Why not?

We all at some point say this to ourselves, sometimes too often than not. However, have you ever heard of a no spend challenge?

"No-spend" simply means not spending on anything unnecessary.

When people learn about a no-spend challenge they are quick to think of the big things like "What do you eat?" "Do you put gas in your car?" "Are we still able to hang out?" You decide what you spend on or not.

### HOW DOES IT WORK?

After deciding what you would like to acquire, set a timeline. For example, if you would like to buy an item of furniture for \$50,000 and you believe you cannot: For five months say to yourself "I will save \$10,000 per month". You may think, 'I am already borrowing lunch money the day before I get paid, so it is impossible'... but no it is not, if you only spend on essentials such as food, water, shelter, transportation, healthcare and utilities.

You will not be indulging in any frivolous spending for those 5 months - no new clothes, no treats, no cinemas, no gifts, no snacks, no non-essential travel. Find things to entertain yourself that are free: like watching movies at home, reading a book, going walking after work. You can do it! Moreover, to see the value, just add up all those hire purchase payments you would have to make to pay for that one item then compare the difference in paying cash.

The good news is that you can choose how long to participate in the challenge. Some people aim to last a weekend while others target one week or month. Whatever your target is, hitting it equals success!

The no-spend challenge works wonders for your finances, helping you save towards major goals and establishing better habits.

### BENEFITS:

#### • Achieve goals faster

The money you save during the no-spend challenge can go directly towards long-term goals. Let us say you plan to take a vacation in five months, if the no-spend challenge saves you \$100 every weekend, you will be \$2,000 closer to your goal.

#### • Exercising self-control

Many persons struggle with financial impulsivity. If you are among them, this challenge could help you form better habits over time.

Psychologists often liken willpower to a muscle. Quitting bad financial habits abruptly is akin to deadlifting 400 pounds on your first attempt and likely unattainable. With the no-spend challenge, you start small by aiming to last a weekend, then a week, and so on.

#### • Identifying hidden impulsivity issues

Not all impulsive spending habits are obvious. In fact, consumer credit makes it very easy to overlook reckless behaviour. Just keep up with monthly payments and credit card companies will never protest those spontaneous orders from Amazon.

The no-spend challenge forces you to directly confront every impulse. You will very quickly discover just how dependent you are on those seemingly nonchalant routine purchases.

#### • Discovering ways to have fun without spending money

Because spending money discretionarily is out of the question during this challenge, you will need to get creative about entertainment. That will likely require making the most of items you already own, having meaningful conversations with friends, or even just getting outside for some exercise.

However you approach this, the no-spend challenge is certain to increase your resourcefulness.

Residents Welcome Multi-Million Dollar Investment in Hanover's Road Infrastructure... continued from page 18



Batchelor's Hall Resident, Cassie Malcolm.

This programme targets five critical roadways in the parish, namely the Chichester to Golden Grove Parish Council roadway; the stretch of roadway between Batchelor's Hall and St. Simon; the Dias to Davis main road; the Mt. Carmel to McLaren Gate Parish Council roadway; and the Haddington to Cacoen Castle roadway.

The projects have already begun to have a positive impact on road users. Batchelor's Hall resident, Cassie Malcolm, speaking with the Roadster recently, expressed her appreciation for the Batchelor's Hall to St. Simon project which she says has given the environment a facelift and has made her surroundings appear much lighter.

"The road used to be very bad, even if u a walk u a kick stone and drop inna pothole," she said. "Now the road is being fixed it will be much better for the taxi drivers and we the passengers," she added.

Similar sentiments have been issued by several other residents who believe these projects, though long in coming, are of critical importance to the lives and livelihoods of residents and other stakeholders.

To date much ground has been covered as several of these projects are now in an advanced stage of completion. The projects involve drainage improvement, the reshaping and asphaltting of roadways as well as the clearing of landslips.



## Road Improvement Works In North Eastern St Elizabeth ... continued from page 19

The task was completed with the application of asphaltic concrete overlay. For motoring fans this is a gift since motocross racing takes place on a property in the area and this rehabilitation facilitates better accessibility.

Goss Town is a small farming enclave located between Phantiland and Pepper District. Certain sections of this road before the contract was issued had the width between a one-lane parochial road and a horse track. On the first work day, the citizens came out to celebrate and exclaimed that land prices will now be competitive and will allow middlemen better access to purchase crops of cassava and potatoes. This 17 million dollar project included rock excavation in order to add more width to the road. The scope of works also included preparation of formation, sub base course, base course, priming and the application of the asphaltic concrete overlay.



Base Course Works in Goss Town



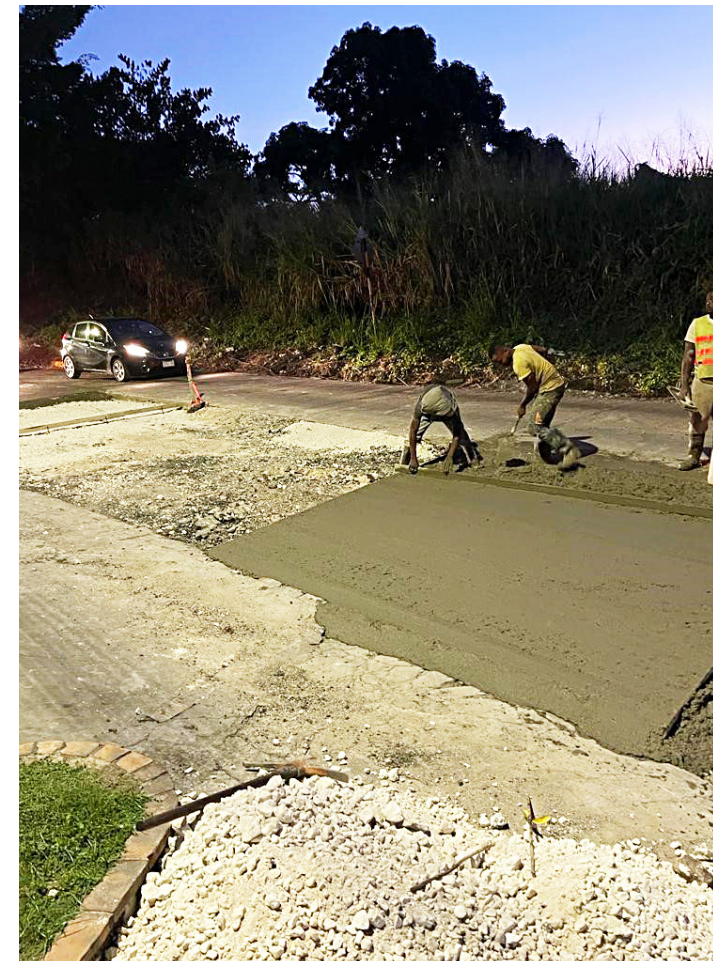
Overlay along the Pepper Parochial Road

Sections of The Pepper PC road was fixed between the Pepper clinic and the National Water Commission pumping station at a cost of over seventeen million dollars. Oral Gayle the owner of the popular High Grade Sound stated that this is the first time in twenty years that any major work had been done and he is grateful for the advocacy of the new Member of Parliament Delroy Slowely. The work completed include the cleaning of earth drains and the excavation for and the construction of kerbs. Other tasks included the preparation of formation, base course, prime coating and the application of Asphaltic Concrete Overlay.

## Benson Fording in St. Andrew Benefits from Concrete Pavement (Pictorial) contd, from page

Over the years, this section of roadway had been repaired numerous times with asphaltic concrete. In fact, the roadway was last repaired with hotmix patching in May 2021. The repairs do not last because of the constant presence of water coming into contact with the asphalt pavement. The water enters the asphalt through cracks and pushes the binding elements apart creating holes which if not immediately repaired becomes worse.

The state of the Benson roadway, before the works commenced, had drawn the ire of frequent users who complained bitterly about the road section. Quite often persons drive into oncoming traffic rather than slow down to maneuver it. Motorists can now rest assured that the recent works which commenced on November 27, meant to address the issues faced by motorists, are intended to be a longer lasting solution than previous remedies.



Concrete pavement being constructed in the vicinity of the Benson fording.



A completed lane of concrete

The works consisted mainly, of the construction of fiber reinforced concrete pavement at approaches to the ford. Kerb walls were also constructed as part of the project. The project which was executed over a five week period at a cost of just under \$8.7 million was substantially completed in time for the Christmas holidays.



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## G/OJ Mitigation and Cleaning Programme targets Maintenance and Beautification of Communities across the Island

It is expected that at the end of each calendar year the Jamaican Government, through its engineering arm, the National Works Agency (NWA), will address bushing and drain cleaning issues across the island. This programme has perennially provided employment for Jamaicans as well as helped to improve safety for the festive Christmas season. As a result, it is one of the most anticipated national programmes each year.



De-bushing of roadways in St. Thomas – From left: Pear Tree River; Potosi to Sunning and Nutts River

This past year was no exception and saw the implementation of the Enhanced National Mitigation Programme being rolled out in the latter part of November 2021. The programme, as was the case in 2020, targeted not only debushing of roadways and the cleaning of drainage structures but also incorporated beautification and hotmix patching of deteriorated road surfaces. Just over one billion dollars is being spent across all 63 constituencies for debushing, garbage collection, drain cleaning and patching. The garbage collection component is being undertaken by the National Solid Waste Management Agency (NSWMA).



De-bushing of roadways in Western St. Mary

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## Road Improvement Works In North Eastern St Elizabeth



Asphaltic Concrete Overlay along Brighton Entrance

Through a series of rehabilitative projects the Government of Jamaica is committed to the development and improvement of the main road network which will aid in the development of our country. Citizens always opined that the National Works Agency should be a part of the solution for the rehabilitation of some parochial roads. Some of these roadways are heavily pitted and have deteriorated overtime especially after heavy rains. For many of these roadways ideally the solution would be a complete overhaul to include drainage improvement and the reshaping and asphaltting of the road surfaces.

Road rehabilitation work was started in North Eastern St Elizabeth along three parochial roads on October 7, 2021 and were completed by December 10th. These roads were Brighton Parochial (PC) road, Goss Town road and Pepper PC Road in the Braes River Division. There has been praises and jubilation across the division about the rehabilitative work contracted to V.M Construction and Haulage Limited. Mrs Claudette Baker-Archer stated that the rehabilitation of the Brighton PC road was an exceptional job and Solange Hutchinson exclaimed she appreciated the project. Meanwhile Sheryl Wright commenting about the Pepper Parochial road suggested that "Patient man will ride donkey" and Alecia Legore mentioned that her slippers will now last longer while she traverses the parochial road.

The Brighton Parochial road connects the Santa Cruz Bypass with the Wilton to Union main road. It is a heavily used parochial road since it is also an alternative route to enter the New River community and it also links the Olive Park and Bybrook Park housing schemes in Santa Cruz. Works included the cleaning of drains near to Beadles Pig Pen and the construction of kerb walls by Brighton Basic School. The roadway was graded, shaped and compacted before base course and priming.

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## Residents Welcome Multi-Million Dollar Investment in Hanover's Road Infrastructure

The parish of Hanover is now benefitting from a major boost to its road infrastructure as several road rehabilitation projects are being undertaken by the National Works Agency (NWA). Residents have welcomed the efforts to improve the parish's road network and are now anxiously awaiting the completion of these projects. This latest drive by the NWA is valued at approximately \$130 million and is being executed under the Maintenance of Secondary Roads Programme.

Residents are particularly happy that this latest effort to rehabilitate critical roadways targets roads within their communities. These roadways, which are often designated as Parish Council roadways, have unfortunately not received major upgrades for some time, creating quite an untenable situation for road users, who have long lamented the increasing deterioration of roadways within their communities. This was one of the findings of the Agency's annual Customer Satisfaction Survey, where several respondents indicated a desire to see more work being done on community roads.



A view of a section of the Chichester to Golden Grove road which is currently being rehabilitated at a cost of approximately \$42 million.



Full Speed ahead...Resurfacing works underway along a section of the Dias to Davis Cove main road.

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GOJ Mitigation and Cleaning Programme targets Maintenance and Beautification of Communities across the Island ... continued from page 6

In November 2021, the Prime Minister, Most Honourable Andrew Holness, announced the programme which was initiated before the Christmas holiday season and targeted all constituencies across the island. In fact, works commenced, by the NWA, from as early as November 22 in some parishes and went on until the end of December. The National Works Agency is responsible for overseeing activities related to debushing, drain cleaning, and road repair and as at the first week of January 2022, the agency had completed 98% of the debushing activities, 93% of the drain cleaning activities and 25% of the patching activities.



Before and after photos of de-bushing along Rio Grande to Cuffie Head roadway in Portland

Patching commenced in December but with the closure of asphalt supply plants during the holidays, this activity was halted to recommence in the second week of January which is when the plants were scheduled to reopen. The patching activity is therefore expected to be ramped up over the next several weeks and should be completed before the end of the financial year.



Patching along Golden Grove to Johnson Town, St. Ann

Under the programme, targeted areas saw the cutting and pruning of trees, foliage, bush and undergrowth from roadways, pathways, sidewalks, medians, gully banks and other thoroughfares where the free movement of the public was impeded, or where safety or security risks was posed by the overgrowth. There was also the cleaning, unclogging or desilting of earth or paved drains. Minor repairs were also done to the inverts and walls of some drains, culverts, grills and covers to allow for the unimpeded run-off of storm water.

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## NWA Oversees the Rehabilitation of Wharf Lane in Portland

Wharf Lane is a parochial road located along the sea side in Orange Bay, Portland. Due to its close proximity to the sea, the roadway has been plagued by erosion over the years. In fact, the section of the main road that adjoins this roadway and which is a part of the Northern Coastal Highway, has had to be protected by revetment works with the use of boulders in the not so distant past.

Over time the erosion has worsened, threatening a house and absorption pit that had to be rescued with the use of boulder protection that was implemented with the assistance of the Member of Parliament and residents of the community. The roadway is important not only to the residents, but is the access to an unofficial beach that is used by both locals and tourists. There is also a gun club that uses the access.

Just before the works were implemented in mid-November last year, the width of a critical section of the roadway had been reduced to 2.7 metres. Being a farming community mostly, this created issues for the residents wanting to move their produce, as they found it difficult to access Rodney Hall or even Black Hill. This prompted a variation in the original scope of works, which would have seen the construction of a retaining wall along the roadway. Instead more boulder revetment works were done.



Wharf Lane in Portland



Paving works being undertaken along Wharf Lane in Portland



Soft spots being corrected as part of the rehabilitation of Wharf Lane



Shoreline protection works with the use of boulders

Continued on page 9

## Multi-Million Dollar Repair of the Marchmont to Retrieve Corridor in Westmoreland

Residents of Marchmont, Westmoreland and surrounding communities received an early Christmas gift in December, by way of the commencement of a \$75 million dollar project to rehabilitate the Marchmont to Retrieve corridor in Eastern Westmoreland. This is a welcome development for residents who have mounted several road blocks protesting against the poor state of this roadway. Despite reassurances from the government that this roadway would receive attention before the end of 2021, residents were apprehensive, but are now elated that they are now poised to receive a much needed reprieve from the poor road conditions which have plagued them for some time.

The Marchmont to Retrieve roadway serves residents of Marchmont and Retrieve and is a link to the neighbouring communities of Amity, Catadupa and Washfoot Gully in St. James, as well as Seaford Town in Westmoreland. Additionally, this roadway is a critical arterial link to the neighbouring parishes of St. James and St. Elizabeth.

Eric Williams, a taxi operator and resident of Amity St. James, says so far even the preliminary efforts to repair the base of the roadway is a welcome relief for residents. 'In the past, if I have a full load I would have to let off some of the passengers and make them walk when we reach certain bad part of the road and pick them up back further down, because the bus couldn't manage. But since dem start the road I don't have to do that,' said Mr. Williams.



Eric Williams, Taxi operator and resident of Amity

This he says, is a welcomed change as over the past 30 years the road has deteriorated to a stage where it has become increasingly difficult for him to ply his trade. Williams rues the weekly visits to his mechanic to change defective parts as a result of the poor road conditions and looks forward to the completion of the works to repair the



A team from the NWA, led by the Regional Manager, Robert Francis (third, from right), and Member of Parliament for Eastern Westmoreland, Daniel Lawrence (left) examine a section of the Retrieve to Marchmont roadway

corridor.

Similar sentiments were issued by Retrieve resident, Michael Tomlinson. For Mr. Tomlinson this is a dream come true for residents and taxi operators. Mr Tomlinson, who operated a taxi in the area for some 28 years, believes this is a positive development for the community. "We well want to see this project finish, and I hope the whole road get to fix because we been suffering here for too long."



Michael 'Mighty Mike' Tomlinson, resident of Retrieve.

The project which commenced in December 2021 targets just under 3 kilometres of roadway and involves significant drainage improvement, the removal of landslips, and the reshaping and resurfacing of the roadway. To date the project is in the preliminary stages and is expected to be completed by the end of April 2022.



## \$88 million Maintenance of Secondary Roads Programme for St. James



Resurfacing Works in Marchmont to Washfoot Gully, St. James

Several roadways in the western parish of St. James are being upgraded through a robust road rehabilitation programme, aimed at improving the ease and safety with which commuters traverse the parish. Approximately \$70 million has been devoted to this effort, through the Maintenance of Secondary Roads Programme.

This latest phase of the programme targets six roadways and continues in the trend of an increased focus on the rehabilitation of 'community' roadways, which are traditionally the domain of the Municipal Corporation. Among the roadways that are currently receiving attention are 41 Road to Branch, Flankers A, Flankers B, the Glendevon roadway, the stretch of roadway from Barnett Bush to Anchovy and the Marchmont to Washfoot Gully main road.

The programme targets the worst affected sections of the selected roadways and addresses a range of issues along the selected roadways. Overtime, these roadways have deteriorated resulting in heavily pitted and scoured road surfaces, making for a difficult commute. The projects involve drainage improvement, and the reshaping and asphaltting of roadways.

To date, much ground has been covered and there has been significant progress on a number of the projects. The Marchmont and Barnett Bush projects are now complete and work continues on the remaining projects with a view to having all the projects completed by the end of January 2022.

### NWA Oversees the Rehabilitation of Wharf Lane in Portland ... continued from page 8

The boulder revetment is expected to strengthen the road's foundation and provide protection from sea surges. It was also noticed by the construction teams that in the areas that boulder revetment works had been done in the past, layers of silt deposits have been created around the boulders which lessen sea action and provide an extra layer of protection for the roadway. The width of the roadway has since been restored and is expected to last.

The works also included drainage improvement with the cleaning of outlets, the construction of a concrete cross drain as well as the construction of v-drains. The road's surface has been prepared and base course and prime coat applied.

The pavement of the roadway commenced in December 2021 but halted when the asphalt supply plants closed for the holidays. Now that the plants have reopened, the work which was 80% completed at the start of 2022 has resumed. The project, which is valued at \$19.8 million is scheduled to be completed by the end of January 2022.



A section of the roadway that had been paved prior to the Christmas holiday



V-drains that were constructed as part of the project

### GOJ Mitigation and Cleaning Programme targets Maintenance and Beautification of Communities across the Island ... continued from page 7



Patching Works in progress in Ocho Rios, St. Ann

At present the NWA's component is 71% completed overall. Road repair works to include patching have recommenced and are ongoing.



## Quality Assured!

In 2020, the National Works Agency successfully rose to ISO certification standards. This commendable feat was due in large part to a cross-functional team pulled from various departments. A few of the recipients share their experience being part of the process.

### NATALEE BLOOMFIELD



#### *What was your experience being part of the Internal quality Audit Team?*

For me, being part of the internal quality audit team was an educational experience. I was exposed to not only the standards dictated by the international organization for standardization, but was also educated about NWA's level of conformity to those standards.

#### *How has this experience enhanced your current role?*

The experience enhanced my knowledge of NWA's directorates and where each fall within the overall process of the agency and its operations. The information gained was crucial to my development as a communicator because for the first time I felt like I was able to gather information on the entity that I speak for, without the usual resistance. This greatly improved my understanding of the agency and its activities so that by the end of my first audit, I felt enlightened and more knowledgeable about the agency in a way I had never felt before that point.

#### *Are there any particular skillsets you developed through this process?*

The entire process was about gaining a new set of skills. Before becoming a part of the internal quality audit team, I only had peripheral, and very limited, knowledge about what

an audit was, or what an auditor did and how the findings of an audit was expected to be interpreted or used by the auditee. The training that we received at the beginning of the process was instrumental in getting me into the mindset of being objective in relation to NWA and helped me to separate my opinions from actual findings.

#### *What were some of the highlights of being part of this team?*

One of the highlights for me was getting to work with persons from other departments who I would not have had the opportunity to work with in my substantive post. The training and certification as an internal quality auditor was also a rewarding highlight.

#### *Can you recall any challenging moments? If so, how did you overcome them?*

To be honest, I was a little resistant at first to becoming a part of the team because at the time I felt overwhelmed, having to cover the duties of several posts in my department. After the first meeting with Mrs. Castell I was more curious about the process than anything else and wanted to find out more about it.

By the time I started my first audit, having to review numerous documents and record findings was a little daunting but the sense of accomplishment I felt after finishing that audit and submitting my points for the report helped to fuel my interest in the other audits I participated in.

#### *What does receiving the CEO Award mean to you?*

Being a recipient of the CEO Award reaffirmed for me that my contribution to the agency is noticed and appreciated. For the first time, I truly feel like my contribution to the agency's mission is valued. For me, being recognized by the Chief Executive Officer is more rewarding than being acknowledged by my peers or my supervisor, regardless of how that recognition came about. It has definitely re-energized my commitment to doing and achieving more to prove that I deserve the award I received.

### Quality Assured! ...Continued from page 14

have a responsibility to constantly improve our processes in order to maintain the certification, which should force management and staff to perform at our optimal and I am all for that (growth).



### ANDREW KING

#### *What was your experience being part of the Internal quality Audit Team?*

My experience is basically ongoing because of the nature in which both ourselves, internal audit and quality audits operate. However, being part of a team that carried out processes that ensured quality is maintained at international standards, it gives you appreciation that what you do, you are part of the process, and ensuring that this is basically maintained really, which was wonderful.

#### *Has this experience enhanced your current role?*

Yes, definitely, I better understand and appreciate that whatever I do is about adding value. Not just being there but for works sake, but adding value to the organization.

#### *Are there any particular skillsets you developed through this process?*

This is something that is ongoing, but identifying 'non-conformities' or "opportunities for improvement". These are terms that we don't usually use in internal audit. So this is one of the things that we are still learning and you have to know how to identify and differentiate whether the companies are conforming, or things that they are doing but they are not where they should be, so there is opportunity to improve on it.

#### *What were some of the highlights of being part of this team?*

I recognized I was working with people who were more knowledgeable and competent in a different capacity. Their thrust is more quality testing, procedures, documentations; while internal audit has a different perspective. At the end, you realized that there are persons who brought a certain zeal and passion to ensure that the agency not only become a certified organization, but also that they want to ensure that they are the gatekeepers in maintaining the quality standard that defines the organization.

#### *Can you recall any challenging moments? If so, how did you overcome them?*

One challenge that came up when I was doing a second audit was the standard, the ISO standard wasn't very clear, it had gray areas. So I battled with that. I think this was the first time we were doing that department and there was nothing to leverage or compare with. So there was not much information there for us to look in depth as it related that particular standard. I struggled with it and it took a little while to do this, because in my mind, I didn't think it was applicable. However, after engaging team members, they were able to guide me and point out even though it's not black and white, the principle behind it is still there, and the principle can be applied to the particular department and we did pull through.

#### *What does receiving the CEO Award mean to you?*

I'm still shocked that we got this award because I'm the person I don't do things to be noticed or to get an award per se. And what I was doing I know it was outside of the box in that this wasn't my normal capacity in which I carry out my function.

Knowing that you want to ensure that the agency reach at a level and you want to maintain it. We took on the training and in doing so recognized that this is a skill that is for life. You do it because you want to work along and ensure that the ISO standard that we have achieved that you have invested so much in and it will only help the organization in carrying out their mandate for the quality of work that they do.



Quality Assured! ...Continued from page 11

**Can you recall any challenging moments? If so, how did you overcome them?**

There was a particular process in which we found a number of non-conformity and the individuals were disputing the finding although the evidence was glaring. We overcame this through continued mediation with the auditees and other stakeholders involvement.

**What does receiving the CEO Award mean to you?**

An indication of or affirmation for a job well done by the team.



**ANGELINA BROWN**

**What was your experience being part of the Internal quality Audit Team?**

- o It was rewarding but not without its challenges. This was new territory for me; however, I have a passion for standards so this propelled me to chart this new experience. I firmly believe that our duties/jobs would be easier if we operated in an environment where tasks are performed within set communicated guidelines (which would minimize confusion).
- o Some aspects of auditing other departments and observing the linkages to achieve the Agency's objectives were 'eye-openers' for me.
- o It was a well appreciated learning curve.

**How has this experience enhanced your current role?**

- o Being more knowledgeable of the operations of the NWA.

**Are there any particular skillsets you developed through this process?**

- o Yes, I learnt auditing techniques and how to identify and apply the ISO Standards.

**What were some of the highlights of being part of this team?**

- o Working with Team members from other departments, understanding their unique skillsets and forging sound professional relationships.
- o Identifying areas for improvement and knowing that if these deficits are corrected it would make our daily tasks easier.
- o Training sessions were very informative and techniques learnt can be applied to my personal development.
- o Just knowing that I was a part of the team that helped to advance the Agency in achieving this prestigious certification ISO9001:2015 which placed the NWA as a trend-setter for other government bodies is gratifying. This certification increases our international recognition, proves that we are about good governance, customer satisfaction, process quality and the enhancement of staff morale.
- o Confirming that accurate documentation of procedures are optimal to the survival of a successful organization.

**Can you recall any challenging moments? If so, how did you overcome them?**

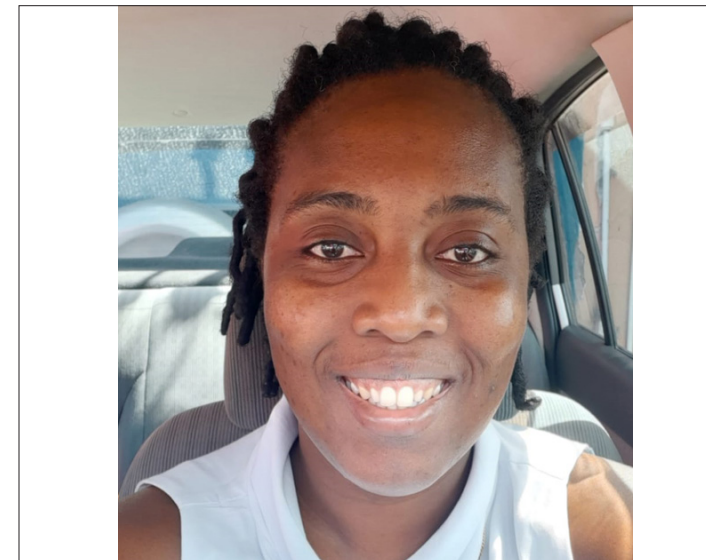
- o The main challenge was having to communicate with team members who were adverse to being audited (unfortunately, auditors are viewed as the enemy and given resistance). However, we overcame these challenges by assuring interviewees that it is not a fault-finding exercise but a process to improve how we do business.

**What does receiving the CEO Award mean to you?**

- o I was surprised and honored. Being recognized and rewarded for a job well done is a good feeling. It shows that our efforts are valued and appreciated.
- o I take this opportunity to thank Mrs. Orlene Nembhard-Rowe for her confidence in selecting me to be a part of this dynamic team. I would also like to say 'Big-up' to the ISO Internal Audit Team and fellow recipients. Job well done!

NB. I must point out that having achieved this milestone is not a reason to be relaxed; actually, it is the opposite. We now

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**STACI-ANN MCDONALD**

**What was your experience being part of the Internal quality Audit Team?**

- o It was very different to say the least. Auditing is not a field I am familiar with on any level, so it was a very steep learning curve. But when people choose you to do something it means they see something you don't so you should give it your best shot, which I did and I am still doing. I'm still learning but the lead auditors do help and provide good guidance. It opened my eyes to all the responsibilities the Agency have in nation building and the many difficulties faced to make this a reality.

**How has this experience enhanced your current role?**

- o Not sure if it has had a direct impact, however it definitely helped me to understand the need for proper record keeping and clear definitions of processes.

**Are there any particular skillsets you developed through this process?**

- o Well seeing that I had no auditing experience before now, then yes, I can now under guidance complete a quality audit.

**What were some of the highlights of being part of this team?**

- o It was a very tedious process, sometimes I got lost in the documentation, so I had to be mindful by consistently checking the ISO manual to ensure I didn't veer off course. The first audit was the hardest as everyone on the team was new to the process and our lead auditor was also new to being lead, but we got through it, and I got to meet a co-worker I didn't know worked here.

**Can you recall any challenging moments? If so, how did you overcome them?**

- o There was many but we just banded together and called on our overseers whenever we hit a wall. So we overcame through exceptional teamwork.

**What does receiving the CEO Award mean to you?**

- o To be honest it was unexpected, so I'm not too sure how I feel about it yet. But it is always a honor to be recognized for doing your best.



**ROLANDO PARKES**

**What was your experience being part of the Internal quality Audit Team?**

As a part of the internal audit quality team it allowed me to learn more about the organization through the eyes of the different directorates by way of their contribution to the organization. This experience was valuable.

**How has this experience enhanced your current role?**

For example when reviewing the department's or directorate's manual I have a greater appreciation for what is in it and is better able to understand the content in it.

**Are there any particular skillsets you developed through this process?**

Communication skills as it relates to auditing the different processes while balancing the apprehension of persons at times with the auditing process.

**What were some of the highlights of being part of this team?**

The hard work of the team translating into the organization receiving ISO 9001 certification and then passing the surveillance audit.

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## Making their Mark!

### ROAD MARKING TEAM EARNs STRIPES AS EMPLOYEES OF THE YEAR

A more impressionable team you could not find. The road marking team had been laying stripes all year, so it was extremely fitting they were awarded their own as the curtains closed on 2021.

The mixed team of seasoned NWA veterans and well adjusted "not so newbies" sat down with the ROADSTER as we got up close and personal with the award winning group.

The love for the job and fellow crew members were most obvious as the team spoke about their daily duties.

Who knew being on the road brought so much contentment? The sun brightens one day but sometimes it casts a shadow on the best part of the job. "Sometimes it rough and sometime it easy"...when you out an di sun a burn yuh and yuh nuh have no shady, when the 600 degree a tek yuh" described veteran "marksman" Nicholas Forrest, who has been with the team since 2009. His reference to the heat of the sun was an exaggeration of the combination of heat of the sun and the 400 degrees heat needed in the pre-melter machine for application to the road surface.

Not being confined to the office easily checked the box for best part of the job. "We go some real good place go work", commented Forrest. Birds of a feather really do flock together as that resonated with all members of the team. The more reserved Kedvah echoed similar sentiments, the great outdoors, was for sure the highlight of the road marking experience. Imagine having a job that potentially yields new adventures each passing day. The team lived for the thrill of each assignment and roving the 14 parishes of Jamaica.

The only challenge for the good-natured team was finding an example of what constituted challenging moments at work. "Savage Pen was very savage"...quipped Kedvah, as the team sank momentarily into deep thought. This was seconded by Nicholas "a di worse place we ever work... stressed the field officer.

Savage Pen was the formidable feat which revealed the master



Road Marking Team: L-R Field Officer - Nicholas Forrest, Supervisor - Judy-Kay Grant, Field Officers - Kedvah Gordon, Dwayne Paisley and Michael Long (missing)

stroke of their marking capabilities. Their skillful manoeuvre of the daunting road assignment dubbed them most deserving of the Employee of the Year award. Sure the team has had their fair share of work woes they were too modest to admit. But the unique nature of the task, saw the team flex their road marking muscles in ways they did not imagine.

#### THE SAVAGE PEN SAGA (AS TOLD BY THE MARKERS)

"One a di hardest work mi ever do inna my life" exclaimed Forrest. Perhaps it was, as the terrain was unlike any area they covered before. They had to work against the clock and do the near impossible. Under usual circumstances the road marking applicator is manually operated. But the topography did not allow for usual operation. In true Jamaican style, the road markers had to 'tun hand and mek fashion'. Due to the treacherous landscape, they substituted the usual road marking applicator with a spray paint machine. They affixed the spray paint machine to the premelter vehicle to 1) pull the machine 2) hold the machine in place and 3) travel both uphill and downhill in an incident-free manner. If it sounds simple on paper, imagine connecting the machine to a small trailer, for that same trailer to make countless trips uphill and downhill.

Not many could make that happen but that is the mettle this team is made of. NWA's version of fab five, tackling tough tasks...taking on the unknown.



Field Officer - Dwayne Paisley testing the road marking applicator

The team had endless stories of road assignments in almost every nook and cranny of Jamaica. Outside of sharpening the requisite skills, the team boasts their physical fitness being at an all-time high (how could it not be?) and in some instances the job heightened their mental awareness.

The more vocal Forrest did not hold back that his patience was often tested when interacting with the motoring public. The crew admitted their composure was often challenged with the delinquent and opinionated drivers who often saw the critical job function as a nuisance. Planting roads signs and installing safety markers on the road are important job functions that ensure protection for road users. In addition to drawing lines to establish boundaries, they sometimes put themselves on the line to get the job done and to keep motorists safe.

"You can please some of the people some of the time but you can't please all the people all time", chimed in team supervisor Judy-Kaye on reflection of working around the many demands of motorists.

Though quiet for most of the interview it was if the rose among the thorns sprang into full bloom. Her humble, laidback demeanor shows she has an affinity to blend however the team supervisor is a natural standout. Beaming with pride she expressed appreciation for the small group.

"Dem head tough sometimes but one ting they get the work done. They work well together, sometime we have our differences but we don't let that affect the job all work well together. We always complete the task that is given in a timely manner."



Supervisor - Judy-Kay Grant

The dynamic and the ease of which they flowed together was plain throughout the entire interview as was the camaraderie and mutual respect between the team lead and members. This was a testament to the experience and adeptness on how she could coalesce a team with a blend of personalities and temperaments to bond as smooth as the thermoplastic they lay on the nation's roads.

Judy-Kaye reflected briefly on her start at the then Public Works Division. "I was never the girlie girl, I never wanted to get into the office from day one" she reminisced. Fast forward to over two decades later, she has evolved from the young girl new to the Public Work's Division on job experience to a woman with a wealth of experience. Currently the only female in the Caribbean to be certified up to Level 3 in Road Marking and Sign Installation, she's no stranger to awards having copped the coveted CEO award in 2020. It was only fitting that the team she led became duly recognized for their outstanding work a year later.

However receiving the award, is a new high for the team who are also certified by the International Municipal Signal Association in work zone safety and road marking. "We feel wonderful and happy bout it ...we feel appreciated that they recognized wi for the hard work that we doing".

"They see the lines but they don't see us", explained Judy-Kaye. A profound statement which underscores the significance of acknowledging the unseen guides who lay lines and install signs for safety along our main road networks.