

ROADSTER



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"Paving the Way"

BREAKING GROUND: CHARTING NEW PATHS



Groundbreaking Ceremony at Facey Square in Troja St. Catherine on June 15, 2023. The event marked the commencement of a \$121 million Road Rehabilitation project to significantly improve the state of a 7km stretch along the Natural Bridge to Troja corridor. Minister without Portfolio in the Ministry of Economic Growth and Job Creation, Everaldo Warmington (second right), is joined by (from left), Contractor Benton Woodbine, Manager, Communication and Customer Service at the NWA, Stephen Shaw, Member of Parliament for St. Catherine North East, Kerensia Morrison and Parish Manager (St. Catherine), NWA, Anthony Knight at Groundbreaking

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\$16.5 Million Dollar Mitigation Programme for Western Parishes

In preparation for the 2023 Atlantic Hurricane Season, the National Works Agency has undertaken a \$16.5 million drain cleaning programme in the Western Region. The programme, which is now well-advanced, forms part of the Agency's island-wide Disaster Mitigation Programme.

The programme targets several critical drains and gullies in flood-prone areas. Among the drains which are being targeted are the Margaret Gutter in Westmoreland; the Birch Hill Gully in St. James; drains along the Riley to Bushmouth roadway in Hanover; as well as drains in Hague, Trelawny.

With temperatures reaching record levels, and some pundits hinting that these temperatures may precipitate the development of a major storm event, many are now wondering how prepared the island is for such an occurrence. According to predictions from the National Oceanic Atmospheric Administration, the 2023 Atlantic Hurricane Season may see 12-17 named storms, of which 5-9 may develop into hurricanes and another 1-4 of these storms may develop into major Hurricanes.

The disaster mitigation programme, which is now well underway, is just one aspect of the Agency's mitigation efforts. Since the start of the year, there have been a number of drain cleaning exercises as well as a number of major infrastructure projects, with significant drainage improvement components, which have been undertaken. This has resulted in the improvement of the drainage systems in several flood-prone areas.

One such case is the Tollgate to Grange Hill Road improvement project which was completed at a cost of approximately \$8 million in March 2023. The project targeted a section of the roadway located in the Bulstrode community, which was often inundated following heavy rainfall. In order to correct the problem, the roadway was raised and a number of new drainage devices including culverts and V drains were installed. This has greatly improved the situation along the corridor.

There have been several similar initiatives along other critical roadways including the Stettin to Highgate Hall roadway in South Trelawny and the Friendship to Retirement roadway in East Central St. James.



Birch Hill, St. James
The Birch Hill gully, pictured here, is one of the drains that was targeted under the National Works Agency's Mitigation Programme for Western Parishes.

**The programme
targets several critical
drains and gullies in
flood-prone areas.**

Revitalizing Infrastructure: A New Box Culvert with Enhanced Features for Cod Pen in Llandewey, St. Thomas

St. Thomas is on the cusp of a transformational infrastructure project in Cod Pen along the Llandewey main road. The replacement of an old box culvert in this area was long overdue, as the deteriorating structure posed numerous safety concerns for both pedestrians and motorists. The forthcoming installation of a new box culvert promises to be a game-changer, boasting reinforced concrete, expansive sidewalks, and additional retaining walls to safeguard the roadway.

The existing box culvert in Cod Pen had served its purpose for many years, but time had taken its toll on the structure. Continuous exposure to the elements, coupled with increased traffic, had left the culvert in a deplorable condition. Cracks, erosion, and weakened foundations had compromised the safety and reliability of the culvert, necessitating its replacement.



Photo of old structure

To overcome the limitations of the previous box culvert, the new structure will be constructed with modern engineering techniques and high-quality materials. Reinforced concrete will form the backbone of the culvert, ensuring enhanced durability, longevity, and resilience against the elements. This sturdy foundation will provide the structure with the strength to withstand heavy loads and inclement weather conditions, safeguarding the passage of vehicles and pedestrians alike.

Recognizing the importance of providing safe and convenient pedestrian pathways, the new box culvert will be designed with expansive sidewalks on both sides. These dedicated walkways will allow pedestrians to traverse the area safely, segregated from vehicular traffic. This strategic inclusion will significantly improve pedestrian safety, fostering a walkable environment and encouraging a healthier, more active lifestyle for residents and visitors.

Understanding the necessity of safeguarding the roadway from potential soil erosion and landslides, the new box culvert project will incorporate robust retaining walls. These protective barriers will help stabilize the surrounding terrain, preventing potential hazards and ensuring the integrity of the roadway, even during adverse weather events.

Revitalizing Infrastructure: A New Box Culvert with Enhanced Features for Cod Pen in Llandewey, St. Thomas ... Continued from page 3

In addition to enhancing pedestrian safety, the replacement project will also cater to the needs of motorists. The widened roadway will improve traffic flow, alleviating congestion, and reducing travel times for commuters and visitors. This upgraded roadway will undoubtedly have a positive impact on the overall transportation efficiency and convenience in the area.

The replacement of the old box culvert in Cod Pen, St. Thomas, represents a transformative infrastructure project that aims to revitalize the region's transportation network. With the implementation of reinforced concrete, expanded sidewalks, retaining walls, and a wider roadway, this upgraded box culvert promises to bring a new era of safety, accessibility, and connectivity to the area. As the project nears completion, residents can look forward to safer pedestrian pathways and improved traffic flow, further enhancing the charm and functionality.



Demolition of the old concrete structures



View of roadway following removal of old structure, and showing excavation for new one



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Roadway from Seaman's Valley to Alligator Church Bridge in Portland Rehabilitated

The Seaman's Valley to Alligator Church Bridge roadway is a part of the main thoroughfare that leads to the Maroon communities of Moore Town and Cornwall Barracks in the Rio Grande Valley in Portland. In 2020, this roadway benefited from some much needed rehabilitation, as prior to that time it had fallen into a state of disrepair.

At that time, just under two kilometres of the roadway was rehabilitated at a cost of \$36.5 million. That project, also, included a major drainage overhaul as the Rio Grande Valley is an area that experiences rainfall even when other areas of the island do not.

The recent project, which was undertaken over the course of six (6) weeks between May and June 2023, targeted approximately one kilometer of the roadway. The roadway had been adversely affected by intermittent rainfall over the course of the last two years.



Final surface along sections of the roadway



Current state of roadway as at July 2023, completed with asphaltic concrete pavement.

In the latest phase of works, fifteen hundred meters of earth drains, eighteen metres of blocked culverts as well as outlets were cleaned. Concrete v-drains were also constructed in a bid to improve the drainage infrastructure along the roadway and mitigate flooding during future rain events. This aspect of the work is significant especially during the hurricane season, which runs from June to November, and which is perennially the season during which severe weather conditions are expected.

In addition, 3,900 square metres of the road surface was overlaid with asphaltic concrete. The project was completed as part of the Government of Jamaica's multibillion dollar maintenance programme geared at repairing damaged and scoured roadways.

The project which was contracted to Miller's Electric and Construction Company was completed at a cost of \$10.5 million.

Road rehabilitation begins along the Danks to Crofts Hill road in Clarendon

The farming communities along the Danks to Crofts Hill main road have long suffered due to the condition of the roadway, which was eroded in parts and riddled by crater-like potholes. Efforts were made over the years to provide assistance but limited resources severely hampered any comprehensive remedial effort.

Rehabilitative work began along the road section in early May 2023, and the project is expected to be completed by August 2023. The scope of work being executed includes cutting of overhanging trees, cleaning of side drains, earth drains, catch basins, outlets and blocked culverts.

This particular corridor is susceptible to landslides based on the soil type and terrain. As a result, it required removal of silt and debris. Soft spots are also being excavated and filled.

The work was 50% completed, as of the end of June 2023. It is being undertaken at a cost of \$62 million and is contracted to Allison Construction Enterprise Limited.

Residents across the communities of Mullet Hall, Author Seat, Crawl and even neighboring Chapleton, Kellits and Summerfield are pleased with the progress of the rehabilitation project and are looking forward to its completion.

The farming district produces large quantities of oranges, bananas, yam as well as sugar cane and was always faced with significant costs associated with transporting produce. This was due to the hiking of costs by some vehicle operators due to the poor road surface which is soon to be a thing of the past.



Rehabilitated Road surface along the Danks to Crofts Hill Main Road



Condition of roadway prior to the commencement of the rehabilitation project

Rehabilitation in progress along the Vauxhall to Arcadia Main Road in St. Elizabeth

Since the collapse of four sections of the main road connecting Vauxhall to Arcadia, during the November 2020 flood rains, residents have faced numerous challenges. In addition to damaged road surfaces, there were also breakaways in some areas.

This corridor is of critical importance as it connects several communities in St. Elizabeth such as: Maggoty, Balaclava, Siloah, Elderslie, Newton and the southern section of St. James. It also serves as an essential route to Montego Bay.

On May 1, 2023, the National Works' Agency initiated a rehabilitation project aimed at addressing the four breakaways that have severely impacted the roadway. The scope of work encompasses various measures to restore the road to a safe and usable condition.



Excavation work at breakaway

Comprehensive Rehabilitation Efforts

The rehabilitation efforts involve a series of crucial steps to ensure the road's stability and longevity:

1. **Site Clearance and Structure Destruction:** The NWA began by clearing the site and removing any existing structures that could hinder the repair process.
2. **Drain Cleaning:** Proper drainage is essential to prevent future damage. As part of the project, the NWA cleaned the side drains and earth drains to facilitate efficient water flow.
3. **Earthworks and Foundation Excavation:** The excavation of the foundation of the walls and importing free-draining granular material is integral to establishing a stable base for the road.
4. **Installation of HDPE Pipe and Catch Basin Construction:** The project includes the installation of High-Density Polyethylene (HDPE) pipes for enhanced drainage. Additionally, catch basins will be constructed to collect water runoff.
5. **Pavement Work:** The grading and compacting of the roadway, the application of sub-base and base course works were carried out. This will be followed by prime coating and a final surface overlay with asphaltic concrete meant to improve the overall driving surface.
6. **Construction of Retaining Walls and Parapets:** Rubble masonry retaining walls, parapet walls, coping, and head walls were constructed to reinforce the road's structure.
7. **Kerb and Channel Installation:** Installing kerb and channel helps to guide traffic flow and enhances safety.

Continued on page 8

Rehabilitation in progress along the Vauxhall to Arcadia Main Road St. Elizabeth ... Continued from page 7

Progress and Future Prospects

The NWA understands the urgency of the situation and the impact of the rehabilitation project on the community. As at the end of June 2023, the \$41 Million project was approximately 22% completed.

The agency appreciates your patience and cooperation during the construction phase, as it is essential for the successful and timely completion of the project.

The NWA remains committed to delivering effective and efficient infrastructure solutions for the benefit of all Jamaicans. We understand the importance of reliable road networks in fostering community connectivity and economic growth.

We will continue to provide updates on the progress of the rehabilitation project and aim to complete the work as swiftly as possible, ensuring a safer and more accessible road for the residents of Jointwood and surrounding areas.



NWA staff assessing damage



Pouring of concrete



Construction of retaining wall

Streamlining Public Investments for a Better Jamaica: The Public Investment Management System

In an effort to maximize efficiency in the allocation of resources, and ensure the successful implementation of public projects in Jamaica, the government introduced the Public Investment Management System (PIMS) in March 2014. Through legislative amendments and the establishment of the Public Investment Appraisal Branch (PIAB), the government has taken significant strides in promoting transparency, accountability, and strategic decision-making in the realm of public investments.

A Comprehensive Framework:

Under Section 48J of the Financial Administration and Audit Amendment Act (2014), the PIMS was created as a common framework for the preparation, appraisal, approval, and management of all public investments in Jamaica, regardless of their funding source or procurement and implementation methods. The PIMS is built on four core principles that guide its operations.

Firstly, the system is designed to be extensive, encompassing all public entities and sectors. This inclusivity ensures that no project falls through the cracks and that every investment is subject to careful scrutiny and evaluation. This process, based on the number of projects to be reviewed, can take a significant amount of time to ensure accuracy and transparency. Inevitably, this will impact the implementation time for major projects.

Secondly, the PIMS is inclusive, covering all types of public sector expenditures, including both actual and contingent expenses. This comprehensive approach helps safeguard against unforeseen risks and enables better financial planning.

Furthermore, the PIMS is a complete system that covers all stages of a project's life cycle, from its initial conception to its eventual completion. It seamlessly integrates with other administrative systems such as budgeting, treasury management, procurement, and human resources, fostering greater coordination and coherence within the government. Lastly, the PIMS is strategic in nature, as it aligns projects and the overall portfolio with a broader development agenda, ensuring that each investment contributes to the country's growth and prosperity.



Role of the Public Investment Appraisal Branch:

At the heart of the PIMS lies the Public Investment Appraisal Branch (PIAB), which operates under the auspices of the Ministry of Finance and the Public Service's Public Expenditure Division (PEX). The PIAB plays a vital role in supporting the PIMS by offering technical support and advice to the Public Investment Management Committee (PIMC), thus facilitating informed pre-investment decision-making.

As the single point of entry for all projects intended for inclusion in the Public Sector Investment Programme (PSIP), the PIAB assumes responsibility for conducting pre-investment project appraisals. Through meticulous evaluation, the branch ensures that projects align with the PIMS framework and meet the necessary criteria for inclusion in the PSIP. Furthermore, the PIAB serves as a technical advisor to the PIMC, which then recommends projects to the Cabinet for investment approval under the PSIP.

The implementation of the Public Investment Management System and the establishment of the Public Investment Appraisal Branch demonstrate the government's commitment to effective project management and prudent use of public resources. By providing a comprehensive framework that spans all sectors and stages of project development, the PIMS facilitates better decision-making, promotes transparency, and enhances accountability.

Through the work of the PIAB, the government seeks to ensure that every investment is thoroughly appraised, minimizing risks and maximizing the value delivered to the Jamaican people. With the PIMS in place, Jamaica is poised to achieve its development goals by strategically allocating resources to projects that contribute to the nation's overall growth and prosperity.

The NWA now in the final stages of completion of \$35 million Upgrade of the Shrewsbury to Logwood Corridor

Phenomenal! This was Logwood, Westmoreland resident, Sean Fenton's description of the effort to repair the roadway in the community he has called home for the past seven years.



Logwood,
Westmoreland
resident,
Sean Fenton

For Fenton, the project has greatly improved the flow of traffic in the area and has also addressed drainage issues in the community. This, he says, has been a great relief for residents as some sections of the roadway were difficult to navigate prior to

the intervention of the National Works Agency (NWA).

The roadway was heavily eroded and posed significant challenges for most residents and taxi operators who ply the route.

The Shrewsbury to Logwood roadway, located in Central Westmoreland is being rehabilitated at a cost of approximately \$30 million, through the NWA's Maintenance of Secondary Roads programme. The project is concentrated in the Logwood section of the community and involves significant improvement of the drainage infrastructure, through the construction of a number of additional drainage features, including U drains, catch basins, and kerb and channel drains. The project also involves the reshaping and asphaltting of targeted sections of the roadway.

This project represents the second phase of a targeted approach to repairing the roadway in this rural community, with the first phase having been completed in late 2022 at a cost of \$25 million. This phase targeted two sections of the roadway in the community, with the aim of focusing on the worst affected sections of the corridor. This second phase seeks to complement the earlier works and earmarks other critical sections of the roadway, linking the previously completed works.

The project is now far advanced and on track to meet the scheduled completion date of September 2023. Residents are now anticipating repairs to further sections of the thoroughfare, including the Logwood Bridge in the community.



Logwood, Westmoreland
Asphaltting works underway along a section of the Shrewsbury to Logwood roadway, in Westmoreland. The roadway is being rehabilitated at a cost of \$35 million.

“...the project has greatly improved the flow of traffic in the area and has also addressed drainage issues in the community.”

St. Ann's Bay Hospital Rehabilitation

In a significant development aimed at helping to improve healthcare infrastructure, the National Works Agency (NWA) recently embarked on a \$17 Million rehabilitation project for the grounds of the St. Ann's Bay Hospital. The project, initiated in April 2023, sought to enhance the overall aesthetics and functionality of the hospital's premises, ensuring a conducive environment for patients, staff, and visitors.

Recognizing the importance of a well-maintained hospital environment in promoting access to healing and well-being, the NWA prioritized the rehabilitation of St. Ann's Bay Hospital's grounds. The project focused on roadway rehabilitation, road marking and signage as well as drainage construction for stormwater management. By addressing these key aspects, the NWA aims to create an inviting and functional space that aligns with modern healthcare standards.

The NWA recognizes the importance of efficient traffic management and accessibility within the hospital premises. As part of the rehabilitation project, the existing roadways are being upgraded and widened to facilitate smooth movement of vehicles, ambulances, and emergency services.

The rehabilitation project includes the construction of 116 meters of kerbs to enhance appearance as well as improve functionality and order within the confines of the hospital grounds.

The rehabilitation of St. Ann's Bay Hospital grounds carries significant benefits for the local community. By improving the overall infrastructure, the project enhances the hospital's capacity to deliver quality healthcare services effectively. Patients and their families will experience a more pleasant comfortable and functional environment, fostering a positive healing experience.

In addition to the immediate impact, the enhanced infrastructure paves the way for potential future developments at St. Ann's Bay Hospital. The improved facilities may attract additional investments, enabling the hospital to expand its services, introduce new specialties, and provide advanced medical care to the local population.

The National Works Agency's rehabilitation of St. Ann's Bay Hospital grounds marks a significant milestone in the enhancement of healthcare infrastructure. The rehabilitated grounds will not only enhance the hospital's image but also contribute to the well-being and recovery of patients. This initiative holds great promise for the local community, promoting economic growth and the potential for future developments.



Sections of the newly rehabilitation of St. Ann's Bay Hospital grounds

NOTABLE OUTREACH EFFORTS BY NWA IN THE LAST QUARTER



HOLY CHILDHOOD HIGH SCHOOL CAREER DAY (KINGSTON)

The National Works' Agency graciously accepted an invitation to participate in Holy Childhood High School's Career Day under the theme, "Conquer your Future through Career Development" held on Friday, May 19, 2023

MANDEVILLE STAKEHOLDERS MEETING

Team members from the National Works' Agency met with Stakeholders in Mandeville regarding the traffic improvement programme being implemented under the Greater Mandeville Traffic Management System. The meeting, which was held in May, was geared toward updating parties to be impacted by the changes as well as allowing for the airing of comments and concerns.





VERE TECHNICAL HIGH SCHOOL CAREER DAY (CLARENDON)

NWA participated in Vere Technical High School's Career Awareness Session on Tuesday, May 30. We sensitized the students on technical career choices and the required areas of study to assist them in their subject selection exercise which was to be held in June.



NATURAL BRIDGE TO TROJA ROAD REHABILITATION PROGRAMME GROUNDBREAKING CEREMONY

The symbolic groundbreaking ceremony of the much-awaited road rehabilitation project for the Natural Bridge to Troja corridor was held on Thursday, June 15, 2023. This particular stretch of road which is roughly 7 Km in length, serves several communities, and by extension, thousands of individuals. The \$121 million road rehabilitation project will include: installation of pipe culverts, construction of parapet walls, bushing and trimming of banks as well as the reshaping and asphaltting of the worst affected sections of the roadway. Also being undertaken is the construction of seven (7) retaining walls and six (6) fordings.

Let's Get Technical



Members of the Technical Services Directorate:

Seated in front, Director, Technical Services - Roger Smith. First Row from Left to Right - Environmental Specialist-Denise Peart, Senior Engineer Highway Pavement Design-Heather Brown, Administrative Assistant-Janice Richards, Administrative Assistant-Sherene McLean, Civil Engineer-Morais Burgess. Second Row from Left to Right - Assistant Quantity Surveyor-Sudan Warren, Civil Engineer-Sherryahna Jones, Chainman-Samuel Beckford, Civil Engineer-Lesmar Murray, Civil Engineer-Tristan Earlington, Senior Cad Technician-Stephen Cunningham. Third Row from Left to Right - Assistant Land Surveyor-Marlon Dally, Senior Project Officer-Andy Jackson, Civil Engineer-Michael Reid, Highway Pavement Technician-Phillip Thompson, Manager Land Surveyor-Everald Scott, Cad Technician-Dino Brown, Civil Engineer-Dwayne Robb

The Roadster continues to serve you up some information on the various Directorates at the NWA. In this issue, the Roadster will shed some light on the Directorate of Technical Services.

The Directorate of Technical Services is one of the largest Directorates in the Agency with a staff complement of thirty-two (32) qualified, energetic and committed team members.

To unearth their roles and function, the Roadster had a one on one with Mr. Alwyn Henry, Senior Mechanical Engineer. He explained that the Directorate has responsibilities for the design activities that fall under the purview of the NWA. Mr. Henry explained that the undermentioned are some of the major duties that have been entrusted to those who serve in the unit.

BRIDGES AND STRUCTURES (DESIGN & MAINTENANCE)

- This includes: conducting detailed bridge designs for procurement and construction.

Let's Get Technical...Continued from page 14

- Conducting detailed bridge inspections.
- Investigating and designing repairs for deteriorated or damaged structures as well as determining the safe load carrying capacity of all bridges on the NWA's Road network.
- Conducting Hydraulic & Drainage Designs
- Design of Retaining Structures and Slope Stabilization (walls & gabions)

HIGHWAY AND PAVEMENT DESIGN

- Direct and review geometric designs to conform to mandatory standards.
- Pavement design along with reviewing roads material testing and recommendation.

BUILDING, STRUCTURAL AND FOUNDATION

- Complete contract plans for buildings, bridges and other civil engineering structures.
- Provide electro-mechanical design (a/c, power distribution, lighting, lightning protection, elevator designs, fire protection systems, boilers, etc.) for building projects, both refurbishing and new construction.
- Provide architectural planning services for clients' ministries.

ENGINEERING TECHNOLOGY/CAD SERVICES

- Maintain surveying standards and procedures.
- Deliver plans and specifications on vertical and horizontal alignment.
- Provide oversight services on setting out and maintaining controls on bridge and road projects.

OFFICE ENGINEERING

- Finalize preparations and processing of contract plans and bills of quantities.
- In conjunction with the NWA's Procurement Directorate, prepare, review and finalize tender documents and prepare reports.
- Process contracts payment voucher during construction.
- Conduct post contract analysis of rates and construction methodologies for updating the NWA's cost database.
- Develop environmental standards for NWA and coordinate with the National Environmental Planning Agency (NEPA) as well as other agencies with jurisdiction over Jamaica's natural resources.
- Do environmental designs and monitoring of projects.

He added that there are several paid services offered by the unit, such as the inspection and licensing of petroleum service stations, blasting licenses, technical reports (assessments and recommendations) as well as project management fees for varied projects. He said that these fees help the Agency to meet some of its monetary obligations.

Beaming with pride, as he should, Mr. Henry boasted that the DTS takes pride in nation building and as such, works such as bridge construction, building construction or refurbishing are key components. For example, an item such as Electrical and Mechanical (E&M) services, which is an integral component for building construction and refurbishing; components like the Fire Alarm and Suppression Systems and Electrical Systems are closely implemented and operated with the input of the Jamaica Fire Brigade; the Government Electrical Regulators (GER) and Utility companies to ensure that all required standards (safety and otherwise) are adhered to and are of world class quality whenever we design and manage various projects.



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Tryall to Old Bottom Roadway Rehabilitation well underway

Hundreds of residents in South East St. Elizabeth are breathing a sigh of relief following the commencement of the much-anticipated road rehabilitation project along the Tryall to Old Bottom Roadway in the constituency. The project, which began on June 19, 2023, aims to enhance the transportation infrastructure in the region and improve the overall connectivity for residents and motorists.

With a projected duration of four weeks, the rehabilitation works have progressed smoothly, reaching an impressive completion of around 70%. The National Works Agency, through contractors Maxwell Construction, remains committed to completing the project within the designated timeframe to minimize inconvenience to the local community and ensure the successful execution of the initiative.



Paving works along the Tryall to Old Bottom Roadway

The comprehensive road rehabilitation works include bushing and trimming of banks, as well as the cleaning of side drains, to promote better water flow and prevent potential flooding issues. These crucial maintenance activities will contribute to the overall resilience of the roadway and enhance its durability. Additionally, the paving of the road will provide a smoother driving experience and significantly improve the safety of motorists who traverse the corridor.

The communities set to benefit from this road rehabilitation project are numerous and include Tryall, Ballards Valley, Lovers Leap, Junction, Southfield, among others. These areas will experience a positive impact on their daily lives, as the upgraded road infrastructure will not only facilitate smoother and more efficient travel but also foster economic growth by promoting better access to businesses and services.

The initiative is being executed under the Recurrent Maintenance of Secondary Roads Programme, which focuses on the ongoing upkeep and improvement of secondary roads across Jamaica, ensuring that transportation infrastructure remains in optimal condition for the benefit of all citizens. By prioritizing the maintenance of secondary roads, the National Works Agency aims to enhance connectivity, reduce travel times, and improve road safety across the country.

The agency expresses its gratitude to the residents, businesses, and stakeholders in the affected communities for their patience and understanding during the construction period. The temporary inconvenience caused by road rehabilitation works is inevitable. The NWA however assures all parties involved that every effort is being made to minimize disruptions and complete the project efficiently.

“With a projected duration of four weeks, the rehabilitation works have progressed smoothly...”

The implementation of traffic changes in Mandeville in full gear

The town of Mandeville, Manchester is a bit closer to realizing a major shift in traffic management with the work, to among other things, widen select roads and install traffic signals. The multimillion-dollar project got underway earlier this year and came after a series of consultations with interested parties in this southern township.

Dubbed the Greater Mandeville Traffic Management System, the National Works Agency (NWA) is now finalizing work in all the selected locations. These are;

Main Street to Villa Road

South Race Course to Caledonia

South Race Course Road to Main Street

North Race Course Road to Main Street

North Race Course Road to Caledonia Road

Main Street to Caledonia Road

New Green Road to Main Street

Perth Road

According to Project Manager, Orville Reynolds, at the end of June 2023, 70% of works had already been completed. The project suffered slight setbacks as Jamaica Public Service Company (JPSCo) light poles had not been relocated on the



Fibre-optic ducts which are being laid as part of the works to improve traffic flow in Mandeville. The ducts will assist in the communication network that will form part of a wider plan to link the NWA's traffic signal network islandwide.

planned schedule. The poles were eventually removed and the civil works continued.

Additionally, with the planned installation of traffic signals at 6 locations, work on the infrastructure for same continued and is expected to be substantially completed by early August. Mr. Reynold says that the plan is to have all the works completed by the end of the next quarter, in September 2023, in order to usher in better traffic management for Mandeville.

The NWA were guests of the Manchester Chamber of Commerce during the period and saw officers, led by Manager, Communication and Customer Services, Stephen Shaw fielding questions from audience.

The NWA has already opened median barriers that had been erected prior to the works and installed one along Caledonia Road. This installation has seen some pushback from business interests in the area and Mr. Shaw used the opportunity to explain the rationale behind such a move. The median was put down in order to reduce the likelihood of conflicting movements in the area that would result in the intersection being congested.



Installation of a Mast Arm on which the traffic signals and cameras will be mounted as part of the traffic management plan for Mandeville.

Residents Welcome Repair of the Whithorn to Darliston roadway in Westmoreland



Minister without Portfolio in the Ministry of Economic Growth and Job Creation with responsibility for Works, Hon. Everald Warmington (centre), breaks ground for the Rehabilitation of the Whithorn to Darliston road rehabilitation project in Darliston, Westmoreland. He is joined by (from left), Managing Director of Morris Hill Ltd., Kelvin Hill; Member of Parliament for Eastern Westmoreland, Daniel Lawrence; Member of Parliament for Western Westmoreland, Moreland Wilson; Member of Parliament for Central Westmoreland, George Wright; and Regional Manager of the National Works Agency – Western Region, Robert Francis.

Thursday, July 6, 2023, was a day of much joy and jubilation for residents and stakeholders in Darliston and surrounding areas, as ground was broken for the Whithorn to Darliston road improvement project in Westmoreland.

Residents were on site before the start of the proceedings, as they waited to be a part of the official groundbreaking ceremony for the \$294 million road improvement project. One could get a sense of the deep level of community pride among the residents who had gathered for the momentous occasion.

Speaking at the recent groundbreaking ceremony, Minister without Portfolio in the Ministry of Economic Growth and Job Creation with responsibility for Works, the Hon. Everald Warmington said the project represents the government's commitment to sustainable development and economic growth. The minister underscored the importance of the government's investment in road infrastructure as a vehicle for trade and commerce, which fosters economic growth and the improvement of the quality of life of residents.

Residents Welcome Repair of the Whithorn to Darliston roadway in Westmoreland ... Continued from page 18



Minister without Portfolio in the Ministry of Economic Growth and Job Creation with responsibility for Works, Hon. Everald Warmington, speaking at the recent groundbreaking ceremony in Darliston, Westmoreland.

According to Minister Warmington, “as a government, we are treating as high priority, road repair projects such as the Whithorn to Darliston project.” He added that the government is mindful of the challenges caused by poor road infrastructure and is aggressively seeking to address these through a comprehensive plan to rehabilitate a number of other critical roadways in the parish.

The Whithorn to Darliston roadway is a heavily utilized thoroughfare that spans two constituencies, in the hills of Central and Eastern Westmoreland. There are several residential communities, churches, businesses and other points of interest located along the corridor. The corridor links a number of communities including Caledonia, Highgate, Woodstock, and Struie, and also links these communities to the town of Savanna la Mar, Westmoreland, and the city of Montego Bay,

Travelling along this corridor, it is evident that there is a need for improvement as a number of retaining structures have been undermined and large sections of the road surface are heavily pitted. The project seeks to improve these deficiencies by repairing and constructing new retaining structures, improving the drainage systems in the area through the construction of drains, and reshaping and asphalting of the targeted sections of the roadway.

The recent groundbreaking was a signal of hope for residents who, for some time, were forced to contend with the deteriorating conditions along this roadway, and had long anticipated the repair of the 12-kilometre stretch of roadway. The project represents one of the largest investments in road infrastructure in the area in recent times.

The project is now on in earnest along the corridor, and work is expected to be completed within eight months.

Administrative Professional Day 2023

Testimonial of an Administrative Professional

To borrow a few words from an American statesman, "a dream does not become reality through magic; it takes sweat, determination and hard work", and as well "there are no secrets to success, it is the result of preparation, hard work and learning from failure" – Colin Powell (former United States Secretary of State)

Happy Administrative Day to all of you!

At a young age I envisioned a career where I would be seated at a desk, handling paperwork and responding to telephone calls. Having come thus far, I now know that aspiring to become a true professional demand much more.

My career started from a tender age of eighteen, when I acquired my first job (only months after being on work experience). So excited was I to be using the Windows program that one day I accidentally responded incorrectly to the computer's operation and unintentionally erased the software. That became my first lesson in using a PC.

Subsequently, I have been blessed to obtain jobs requiring similar tasks and responsibilities and I have had the opportunity to hone my skills at various private companies before I was recruited at the National Works Agency in March 2003. As a new recruit and with my previous secretarial experience, I felt grateful for the opportunity to work within a public body for the first time and I realized I had much to learn about organization. Looking back, I distinctly recall aspiring to remain with the Agency for only five (5) years. After all, it was my belief that five (5) years was a very long time to spend at one institution.

At that time the office only had one computer and so my computer skills were heavily utilized.

I felt grateful to have met and interacted with many team members, some of whom have long since retired. Their warm welcome, respectful attitude, kind assistance and willingness to impart knowledge about the Agency have positively impacted me and have made a lasting impression. I still consider them as part of my extended family.

That really was the beginning of a notable profession, as in 2006 I was inducted as a member of the prestigious Jamaica Association of Administrative Professionals (formerly



JASAP), a distinguished body of professionals which is "dedicated to professionalism". Subsequently, after entering a local competition in 2011, I was awarded Secretary of the Year for the parish of St. James.

Today, we reflect on our hard work, commitment, dedication, and determination to succeed at what we do. These and other attributes have effectively conducted us throughout the years. The lessons acquired built our character, taught us endurance, and sharpened our inherent gifts which enables us to positively impact and influence the world around us.

It has been a very rewarding, yet challenging experience and one which I would not change, even if I could. Over the years, our bosses have heavily depended on us not just because of our honesty, but because we are reliable...we always get the job done!

Written by: Philipa Hutchinson
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Toxicity in Leadership and Its Potential Impact on the Team

Toxic leadership is when harmful behaviours are exhibited that negatively impact team morale, participation, and productivity. Individuals that embody these behaviours can create an uncomfortable work environment that leads to a high turnover, reduced productivity, and decreased employee satisfaction.

High turnover refers to a situation in which an organization experiences a relatively high rate of employee departures or resignations within a specific period. High turnover can have several negative consequences for an organisation, including increased recruitment and training costs, loss of institutional knowledge, decreased productivity due to a constant need to train new employees, and potential negative impacts on employee morale and organisational culture.

Some traits of a toxic leader and their impact on staff morale, participation, and productivity include:

i. Lack of Empathy and Emotional Intelligence:

Toxic leaders often lack empathy and emotional intelligence, making it difficult for them to understand and address their employees' needs and concerns. Emotional intelligence in leadership is referred to as the ability to understand and manage one's emotions, as well as recognize and control others' emotions and perspectives. The lack of emotional intelligence can lead to feelings of disconnection and alienation among team members.

Research has shown that leaders with higher levels of emotional intelligence positively influence employee job satisfaction and engagement (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012).

ii. Micromanagement:

Micromanaging bosses excessively control and monitor their employees' work, leaving little to no room for autonomy and creativity. This behavior can stifle innovation and lead to a lack of motivation among team members.

A study published in the Journal of Applied Psychology found that micromanagement is associated with decreased job satisfaction and increased emotional exhaustion among other mental issues. (Lam & Xu, 2019)



"I don't have time to write performance reviews, so I'll just criticize you in public from time to time."

"High turnover can have several negative consequences for an organisation..."

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iii. Lack of Communication and Transparency:

Toxic bosses often fail to communicate openly and transparently with their team, which can create a culture of mistrust and uncertainty. Lack of communication and transparency in the workplace refers to a situation where information is not effectively shared or disseminated among employees, and there is a lack of openness and honesty in organisational processes and decision-making.

It can manifest in various ways, such as withholding critical information, failing to communicate important updates or changes, or keeping employees in the dark about the organisation's goals and strategies. When employees feel uninformed or excluded from decision-making, their morale and commitment to the organisation may suffer.



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iv. Verbal Abuse and Bullying:

Toxic bosses may engage in verbal abuse, belittling, or bullying behaviour towards their employees. Verbal abuse and bullying refer to harmful behaviours where individuals use offensive, demeaning, or threatening language or actions to belittle, humiliate, or intimidate their colleagues or subordinates. These behaviors can have severe consequences on the victim's mental well-being, job performance, and overall work environment

Examples of verbal abuse and bullying in the workplace include:

1. Verbal Insults and Name-Calling
2. Public Humiliation: meant to embarrass and undermine the victim.
3. Yelling and Shouting as a means of exerting dominance or control over others.
4. Offensive Jokes or Comments - sexist, racist, or otherwise offensive jokes or comments directed at a coworker.
5. Excessive Criticism and Nitpicking where a manager consistently focuses on finding faults in an employee's work, providing harsh and excessive criticism even for minor mistakes.
6. Ignoring and isolating which is intentionally excluding a colleague from discussions, meetings, or social activities.
7. Intimidation and Threats – when a supervisor or coworker uses threats of termination, demotion, or other forms of punishment to control or manipulate an employee's behavior.



v. Unfairness and Favoritism:

Toxic leaders may show favoritism or treat employees unfairly, leading to resentment and reduced motivation among team members. This can result in a toxic competitive environment rather than a collaborative one.

vi. Failure to Provide Recognition and Support:

Toxic bosses may fail to recognize their employees' accomplishments or provide support when needed. The lack of appreciation can lead to decreased morale and a decline in employee engagement.

It is essential for organisations to identify and address toxic leadership behaviours to create a healthy and productive work environment. Studies have consistently shown the importance of positive leadership traits, such as empathy, communication, and fairness, in fostering employee satisfaction, engagement, and productivity.

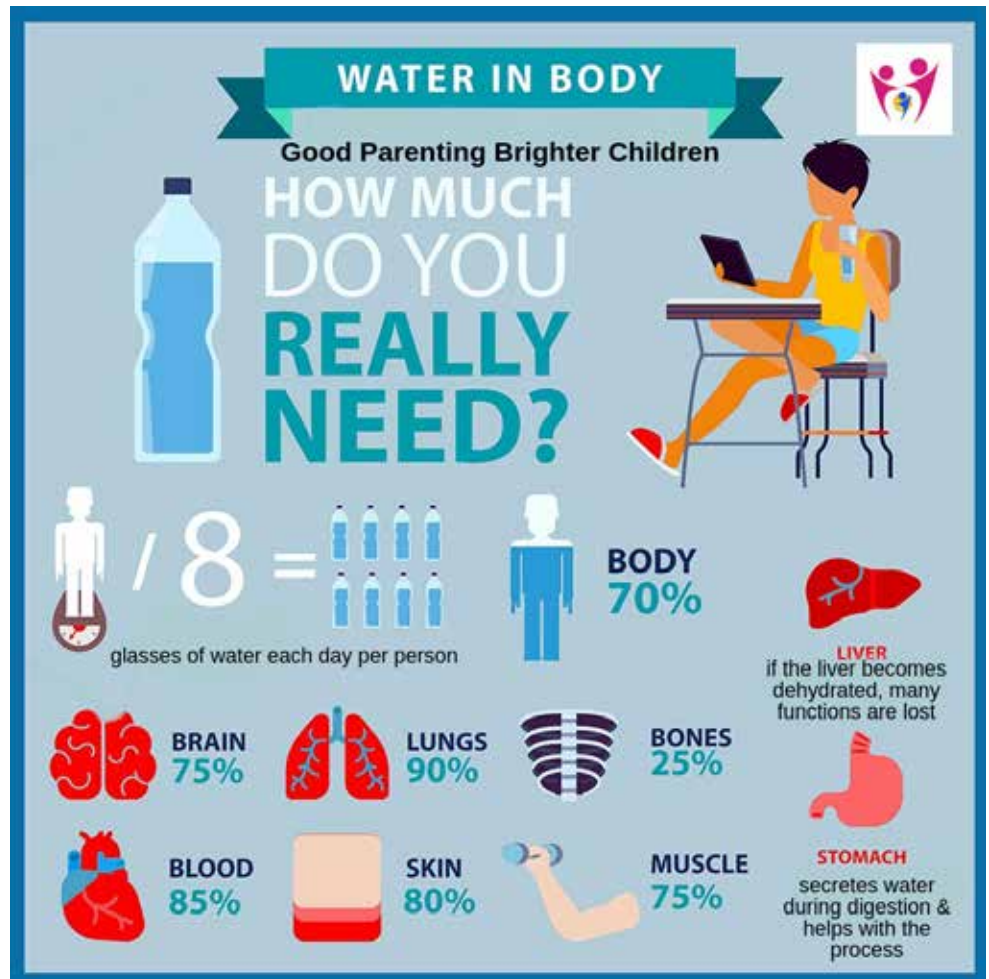


THE IMPORTANCE OF HYDRATION

Drinking enough water each day is crucial for many reasons: to regulate body temperature, keep joints lubricated, prevent infections, deliver nutrients to cells, and keep organs functioning properly. Being well-hydrated also improves sleep quality, cognition, and mood.

Experts recommend drinking roughly 11 cups of water per day for the average woman and 16 for men. And not all of those cups have to come from plain water; for example, some can come from water flavored with fruit or vegetables (lemons, berries, or orange or cucumber slices), or from coffee or tea.

In Jamaica today, as the heat rises it is especially important for travelling officers to drink enough water while working outside. The average officer can be on the road for the entire work day doing surveys or checking quality of work. Our health is our own responsibility and should be treated as top priority.



Get it?



I couldn't find a parking spot today at work. So I went home. Looked like they had enough people.

SIX CHIX

BY RINA PICCOLO

