

# INTERFACE

The Ministry of Transport and Works' Newsletter



## THE EMPLOYEE PERFORMANCE MANAGEMENT AND APPRAISAL SYSTEM – THE WAY FORWARD

As of April 1, 2004, the Ministry of Transport and Works will be among six Government entities which will be implementing the Employee Performance Management and Appraisal System (EPMAS). The other entities are the Cabinet Office, the Ministry of Local Government, the Offices of the Services Commission, the Ministry of Finance and Planning and the Office of the Prime Minister (OPM).

OK – so we have established that this programme will be coming on stream as of April 1, but what exactly is EPMAS?

EPMAS is a system whereby employees' job performance will be assessed against set standards agreed on between employees and supervisors. By so doing, the objectives agreed with each employee will be directly related to the department's and Ministry's objectives. The final assessment of an employee will be done on an annual basis and rewards or sanctions levied where applicable.

In terms of scheduling, at the beginning of the financial year, Managers and Supervisors will discuss and agree with each of their staff members, objectives or measurable outputs for the financing year ahead and the resources required to achieve them.

During that same year, Managers and Supervisors must communicate on a regular basis regarding progress/problems with

achieving the objectives as agreed by the parties. Out of these consultations, alternative courses of action or revised targets should be documented. At the end of the financial year each employee will have an appraisal done based on the targets agreed

at the start of the financial year or which had been revised during the year. Associated with this assessment, a plan for the development of the employee will be defined to enhance performance, satisfaction and motivation.

So what is different under this new EPMAS, you ask? Well, under this process, the following will happen:

1. Appraisals will be based on actual performance as opposed to the subjective opinion of the Rating Officer.
2. The new Appraisal Form will ensure that there is greater transparency and understanding of the process.
3. There will be a greater linkage between performance standards and job functions.
4. Greater emphasis will be placed on supervisor/employee co-operation.
5. The identification of development needs for employees will be more clearly defined in the new appraisal process.

The introduction of EPMAS into the Ministry is predicated on the principle of solid benefits to both the employee and the organisation.

Benefits to the employee include:

- A more reward-oriented work environ-

ment

- Greater clarity in roles and responsibilities
- A more supportive management team
- Increased development opportunities
- Increased transparency
- Equitable/Fair treatment of all employees
- A more participatory management process

The organisation will benefit from :

- Meaningful performance measurement indicators
- Improved accountability
- Improved leadership and an effective management
- Enhanced staff performance
- Increased staff commitment and morale
- Better conflict resolution
- A well developed cadre of employees.

The Employee Performance Management and Appraisal System (EPMAS) is an attempt to positively impact the work culture of the Ministry and it will be in everyone's interest to work towards that objective.

### Inside this issue:

Swallowfield Depot – Excellence

Your Health – Losing Weight

Personality Feature

## GUESS WHO?



Can you hazard a guess as to the identity of the person in the adjacent picture?

If you can, please send your answers to the Public Relations Unit by March 26, 2004 and you could be the winner of a pleasant surprise.

The first correct answer received shall be adjudged the winner

## SWALLOWFIELD DEPOT – EXCELLENCE IN SERVICE

On a typical day, there is a crowd at the Swallowfield motor vehicle testing Depot in St. Andrew.

The levels of motorist and driver applicant business have grown significantly over the last decade, and so too, has the recognition of this Depot for improved levels of customer service.

Indeed, the Swallowfield Depot has been officially recognized for significantly improved customer service in 2001 and again in 2003. It emerged victorious as the Most Improved Customer Service Agency in the Public Sector Customer Service awards competition.

One of the developers of this new thrust for constant improvement is John A. Bardowell, Senior Inspector of Motor Vehicles. He says while the Swallowfield Depot still suffers from various constraints, there is no doubt that “the people who come here are pleased with the treatment they receive. Not too long ago, it would take almost all day for people to get



John Bardowell, head of Swallowfield Depot.

documents. The turnaround time now is a matter of minutes. You are invited to have a seat by courteous, professional staff members, and treated to efficient service.

That’s why Swallowfield is the number one Depot, handling thousands of vehicle tests, and drivers and document applications every day. Spanish Town Road Depot used to be number one, but we have worked hard on our levels of efficiency and the efforts in that regard have paid off.”

It is clear that Mr. Bardowell’s sense of pride is shared by his members of staff. He says while the staff number is small (fewer than 9 persons), employees work before and beyond official hours to satisfy customer demand. He is also proud of the fact that his strategy

of rotating staff, so that each member periodically performs every aspect of the Depot’s business, has paid rich dividends.

However, he says the Depot can achieve far more, if it receives the necessary resources. He says in addition to the need for more staff, there are no computers at the Depot, and these are sorely needed.

“We have an efficient paper-based system, but the need for a computer-based system is clearly past due...I also believe that staff should experience advanced training in all aspects of this area, and be fully exposed to developments internationally, motor vehicle certification is a highly specialized area...it’s not about some guys driving your car around a big yard, as some people seem to believe...I want to see a training programme implemented that will include forensic testing of accident scenes, and the science of accident reconstruction.

Although the police have an accident reconstruction unit, the ITA should really be the authority in this area.”

.... *Story continues on page 4*

## Your Health



## Your Most Valuable Possession

### LOSING WEIGHT AND TOXINS FROM THE BODY

An important part of weight loss is cleansing and detoxifying our bodies.

Toxins are substances that create harmful effects on the body, slow down our metabolism, undermine our health and disturb the functions of our cells. Not only does the body produce its own toxins but we are surrounded by toxins—in the food we eat, the air we breathe, even in medicines we take.

There are several ‘cleansing programmes’ available, some better than others but a comprehensive approach is required for maximum effect. Here are some basic guidelines:

#### NOURISH THE BODY

Dietary and lifestyle changes are important in order to obtain long term benefits. Generous portions of fresh vegetables, fruit, juices and other fibre and water rich foods are recommended. A well balanced programme of supplementation with vitamins, minerals and other nutrients is also important in terms of strengthening the body at the cellular

level.

#### CLEANSE THE COLON

The colon is the body’s major garbage disposal unit. A combination of aloe vera and a blend of fibre and healthy bacteria like acidophilus, is particularly useful in this regard. It is important not just to cleanse, but also to restore balance to the colon. Colonic irrigation, conducted by an experienced colon therapist, greatly increases the benefits of any weight loss programme.

#### FLUSH THE KIDNEYS

The kidneys are also major organs of elimination. Help the kidneys function with a high fluid intake. Pure water, coconut water, watermelon juice and cranberry juice, herbal teas and vegetables are ideal. A day or two of a liquid-only diet powerfully enhances cleansing and weight loss.

#### OPEN THE PORES

We eliminate waste from the skin by sweating. Activities like aerobic exercise, saunas and steam baths are valuable aids in assisting the body to detoxify. Massage powerfully stimulates the circulation in the fatty tissues encourag-

ing their elimination of toxins. Dry skin brushing using a loofah or skin brush removes dry skin cells and promotes healthy skin. Getting rid of excess fluids is also essential to effective weight loss.

#### USE THE BREATH

Each time we breathe out, our body releases wastes, while each breath in, brings oxygen and vitality to our system. Avoid polluted air, especially cigarette smoke at all costs. Become aware of your breathing and take slow deep abdominal breaths as often as you can. Breathing also stimulates the metabolism to burn fat.

#### CLEANSE THE MIND

Chronic stress and negative emotions like fear and depression can be very toxic. Emotional cleansing is very important. Learn to release tensions and stress. Techniques and strategies for detoxifying the mind can be learnt.

**Reprinted from an article in the Gleaner dated December 11, 2003**



Katarina McGhie

## MTW's MARINE QUEEN

Riddle me this and riddle me that; guess me this riddle and perhaps not:

Charming, witty and possessing all round pulchritude; A lover of the sea, a winsome personality and a matching mood – who is she?

If your response to the above is Katarina McGhie, then you are spot on!

Katarina could be aptly described as the modern woman who is as comfortable in the so called 'female domain' as she is in the traditional male preserve. How else would one explain her pre-occupation with the male dominated marine environment while preparing to become a mother? And she will tell you that she has absolutely no problems in either role.

So how did this brown eyed beauty get into the challenging marine world? 'It happened quite by accident', she says. 'A friend of my mother's introduced me to a sales job within the shipping industry. I didn't like the job but really liked the industry and so I took measures to get myself qualified to take advantage of opportunities within the industry', she explains. The qualification upgrade she speaks of include a two year stint at the then Jamaica Maritime Institute (now the Caribbean Maritime Institute) where she studied Shipping Logistics, a course she describes as the 'most intense course a shore based person can do' The World Maritime University in Sweden was her next port of call from where she graduated with a Masters degree in Commercial Shipping in 1998. Prior to her postgraduate studies, Katarina obtained an undergraduate degree in History and Politics from the University of the West Indies, 'a degree in which I was not even remotely interested' she added with an impish grin.

Of her stint with the Ministry of Transport of Works, she had this to say, 'It has been most challenging and enjoyable...it has been tough but definitely worth it...I am very lucky!' Before 'setting down anchor' at the Ministry, she spent some time work-

ing at the Port Authority of Jamaica.

One of the things one readily observes about Katarina is her positive energy and almost flawless complexion – well two of the factors which contribute to this state are her vegetarian diet and her yoga exercises. Add to this mix, her other pastimes – reading, listening to music (all genres) dancing, target shooting, going to the beach (whew!) and you will realise that hers is a holistic approach to living.

The family unit is very important to this past student of Immaculate Conception High School. She has one sister who she says looks exactly like her and they are both products of a Colombian mother and a Jamaican father. She adores her father in particular who she credits for her positive values and attitudes. Another member of her family who means the world to her is her partner who she describes as her 'friend and confidante'.

Though not the 'attend church every Sunday' type, Katarina is very spiritual. She reads her Bible and talks to God a lot – 'after all He has done so much for me', she states confidently. Her strong Catholic upbringing has helped to shape her guiding philosophy on life. This, she says is to keep an open mind, be positive and use the lessons learnt from challenges for character building.

Katarina lists her pet peeve as persons who litter and are generally untidy and fancies herself as being 'natural' when it comes to things to do with fashion and colours. To this end, she likes earth tone colours and simple attire.

And her wish for Jamaica? A return to the old time values and spirituality much like what obtains during Christmas ...you know the loving, the sharing, the giving...' she notes in passionate tones. Throughout the interview, she radiates positivity, it was not surprising when she ended with the declaration, 'I'm blessed!'

That is not hard to see!

## TRANSITIONS



### Welcome Aboard

Yvonne Russell-Barrett-  
Legal Officer



### Enjoy Your Vacation

Katarina McGhie/maternity leave

Kadian Small/maternity leave



### Welcome Back

Annette Hemmings from vacation

Genivieve Mykoo from vacation



### Farewell and best of luck

Cecelia Wilson/seconded to

MARAD

Kim Williams/seconded to Ministry of Finance and Planning



## CONGRATULATIONS

### Appointments/Births/Promotions/Marriage

Debbie Kerr – married (she's now Scott)

Julia Moncrieffe – married (now Wiggan)

Avalyn Soloman-gave birth to a daughter



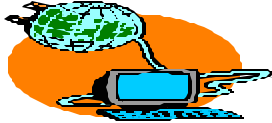
### Academic Achievements

Jennifer Campbell-BSc-Business Ad

Dawn Smith-MBA



## FOR YOUR INFORMATION



Need a loan? Read on!

### SALARY ADVANCE

Salary Advance is available from the Accountant General's Department. This loan is one month's net salary and is repayable within one year. This loan may be accessed for matters associated with optical, dental, death, etc.

### MOTOR CAR LOANS

A Motor Car loan is available to travelling Officers who are appointed and have completed their probationary period. An amount of \$440,000.00 in assisting with payment for a new car and \$220,000.00 for a second hand or used car up to six years. This loan is interest free.

### MOTOR CAR REPAIR LOAN

Motor Car Repair loans are approved by the Human Resource Committee in this Ministry. The maximum amount available is \$15,000.00 and is available to travelling officers whose vehicles are not more than 10 years. The repairs to be effected to the vehicle must be confirmed by the Island Traffic Authority (ITA) based on a detailed estimate provided by the particular Officer.

### MISCELLANEOUS

Another type of loan for which persons can Apply, is that under the heading of miscellaneous.

Miscellaneous Loans are approved by the Ministry of Finance and Planning for items such as school fees, furniture purchase, repairs to homes, funerals, medical etc. Such a loan is repayable within 36 months with interest.

It is fair to say that most persons will always become motivated by the prospects of getting money – the more the better. Never mind that the Good Book warns that the love of it is the root of evil.

What so many persons are not gung-ho about though is the whole matter of providing value for money. In fact it may be true to say that for every person concerned about value for money, there is another willing to 'cut corners' and do shoddy work and still expect to be paid handsomely.

Which brings me to the subject of the Employee Performance and Management System (EPMAS). This is a new system being implemented within government entities and essentially seeks to get value for money. The System ties remuneration to performance and speaks to accountability and monitoring. Under this new dispensation, employees and supervisors will sign off on a performance contract containing stated objectives agreed to by both parties. Based on these objectives, an assessment is done at the end of a given period and based on the employee's performance, rewards or sanctions are given accordingly. So, in effect, the Government as employer is making a move to ensure that for what it pays out to employees, it will obtain value in terms of the work done.

In a sense, it is regrettable that a programme had to be brought in with a view to having persons observe this principle as one would have hoped that that would be a part of the employee's work ethic. Sadly, too often that is not the case.

One can extend the point to other spheres of this Ministry's operations. When contractors do roadwork on behalf of the Ministry, it is imperative that the work that is done is in keeping with acceptable standards. At the end of the day, the government is happy with the product given, the contractor is pleased at having received the stipulated remuneration for work done and more importantly, the public, the customers feel satisfied that they are the beneficiaries of good roads. In this way, it becomes a win/win situation for all concerned.

(...Editorial continues below...)

**Thought**

Remember that if people talk behind your back, it only means you are two steps ahead...the task ahead of you is never greater than the power behind you.

Author Unknown

He says with proper levels of investment, the Swallowfield Depot will become an even more effective part of the Island Traffic Authority, and will satisfy even more of the increasing needs of the motoring public.

The Senior Inspector of Motor Vehicles also waded in on the debate about whether the hearing impaired should be allowed to drive motor vehicles. He is against this: "what happens in an emergency, when motorists are blowing their horns? How will the hearing impaired know what is happening, much more respond?"

With 34 years of experience in the business, Mr. Bardowell says he derives satisfaction from the fact that what he and his staff do, from driver applicant testing to motor vehicle certification, ultimately saves lives.

Globalisation dictates that we grasp the principle of getting value for money for if we do not get it right, persons from other countries will do so and they are the ones whose services will be utilised.

EPMAS is a step in the right direction but beyond that, we should strive to make getting value for money a part of our personal work culture – we owe it to ourselves!

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