

**National Roads Authority**  
**Minutes of the Forty-Fifth Meeting of the Board of Directors**  
**held at the NRA Offices, 370 North Sound Road, George Town,**  
**Grand Cayman, Thursday, June 07, 2007 at 2:00p.m.**

**Present:**

J L Hurlston	Chairman
Troy Whittaker	Deputy Chairman
Steve McField	
Debra Welcome	
Gina Ebanks-Petrie	
Justin Wood	
Gary Rankin	
Dean Walton	
Carson K. Ebanks	
Troy Jacob	
Edward Howard	Acting MD
Paul Parchment	Acting Deputy MD
Lois A. Hall-Vaughan	Executive Secretary

**Apologies:** Kenross Conolly

**Absent:** Frank McCoy

**1. Call to Order**

The meeting was called to order at 2:10 and convened with a word of prayer by the Chairman.

**2. New Business**

The Final Report of the organizational review of the NRA was presented by Premier HR Management. Copies of the report were requested by the Chairman to be circulated by Premier HR on June 5, 2007 prior to their presentation to the Board June 7, 2007. It was noted that copies were hand delivered to Board members June 6, 2007 (with apologies for the late delivery) however this was not appreciated as it did not give members time to review the Report.

The work done by Premier HR was appreciated as time was the essence to have this review done.

It was noted that no discussions were held between management and the consultants to clarify/discuss/correct points noted by management in the Interim Report (presented in April 07) prior to the completion of the Final Report.

At this point Messrs. Mario E. Ebanks and Greg Anderson of Premier HR Management were welcomed and invited to present the Final Report of the NRA Organizational Review to the Board.

Points discussed were:

- Service Level Agreements
- On the job training
- New proposed positions/new organizational chart

Vesting of NRA assets  
Titles of senior personnel and shared jobs  
Road Fund management  
Safety issues & training, policy & regulations  
Job descriptions

The level of feedback from questionnaires prepared by the consultants was good as was the level of co-operation from staff. It was noted that the use of language in the report could be seen as misleading e.g. it was reported that the NRA has lost five engineers. This statement needed clarification.

Messrs. Ebanks and Anderson were thanked for their presentation and left the meeting.

In regards to the proposed new positions the point was raised as to the availability of funds and accommodations for these positions.

**3. Other Business**

1. Hurricane Preparedness

It was suggested that VHF communication equipment and cell phones be acquired for NRA staff as a part of NRA's hurricane preparedness. This is to be decided on by Management and the Board.

2. Roads – Cayman Brac & Little Cayman

It was noted that the NRA is the roads authority for the Cayman Islands, however it seems that this does not include Cayman Brac and Little Cayman which falls under the District Administration. This is to be looked into.

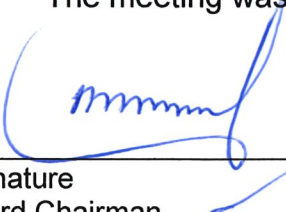
**4. Next Meeting**

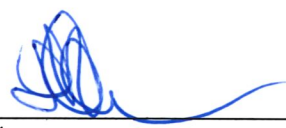
The next meeting is scheduled for Monday, June 11, 2007 3:00pm (for one hour) at the NRA Offices to review/discuss the Final Report.

The next meeting will be held Thursday, June 14, 2007 2:00pm at the NRA Offices at which the Directors are expected to short list for the Managing Director's post.

**5. Adjournment**

The meeting was adjourned at 4:35 pm.

  
\_\_\_\_\_  
Signature  
Board Chairman  
Confirmation of Minutes – 07.06.07  
Date: 14.06.07

  
\_\_\_\_\_  
Signature  
Executive Secretary  
Seconded: Confirmation of Minutes  
Date: 14.06.07

**National Roads Authority**  
**Minutes of the Forty-Sixth Meeting of the Board of Directors**  
**held at the NRA Offices, 370 North Sound Road, George Town,**  
**Grand Cayman, Tuesday, June 12, 2007 at 3:00p.m.**

**Present:** J L Hurlston Chairman  
Troy Whittaker Deputy Chairman  
Debra Welcome  
Gina Ebanks-Petrie  
Justin Wood  
Gary Rankin  
Troy Jacob  
Paul Parchment Acting Deputy MD  
  
Lois A. Hall-Vaughan Executive Secretary

**Apologies:** Kenross Conolly  
Edward Howard Acting MD  
Dean Walton

**Absent:** Frank McCoy  
Steve McField  
Carson K. Ebanks

**1. Call to Order**

This meeting was scheduled for Monday, June 11, 2007 however due to the inclement weather, the Chairman decided to postpone it until Tuesday, June 12, 2007.

The meeting was called to order at 3:15 and convened with a word of prayer by the Chairman.

**2. Minutes of previous meetings**

It is noted that this is a continuation of the previous meeting held June 7, 2007.

**3. New Business**

The Final Report of the organizational review of the NRA was further reviewed/discussed and several points were raised/suggested.

- The consultants did not meet and discuss comments made by NRA's management on the Interim Report. Comments by Management on the final report were made and forwarded to the Chairman.
- The recommended appointment of an HR Manager and the HR division requires immediate attention.
- The current Board reviews the Report and make documented recommendations/comments for the new Board.



- The current Board does not implement recommendations except in the case of the HR Manager.
- It was noted that six engineers have left the NRA over a period of fifteen years the positions of which have not been directly replaced.
- Did the mandate presented to the consultants require them to review the financial capacity of the NRA? It was decided that any recommendations on this matter would not be accepted. Only comments made based on the Terms of Reference, which were organizational and HR in the main, will be accepted.
- Five Quick Wins recommendations were made by the consultants and NRA Management also provided their recommended quick wins. It was noted that both parties should have met and discussed the recommended quick wins from both sides.
- There is no Fleet Manager at present and it appears that no one in the organization is prepared to accept the post which requires the scheduling of regular maintenance/upkeep of the NRA fleet.
- The 'cutting and pasting' of sections of recorded Minutes was observed. It was suggested that decision making Agendas be done for meetings.
- New posts on the proposed organizational chart should have been highlighted and the proposed chart should not be considered as management should have had an input in its construction.
- It was noted that none of the Directors will know if they will be reappointed, hence it is important that this report be factually correct.

#### 4. **Other Business**

##### 1. Request for new equipment

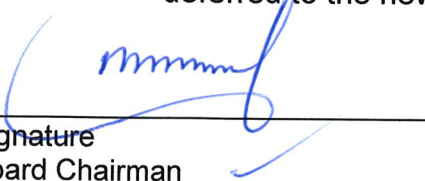
The request for a new equipment (to sieve soil) was made by Mr. Paul Parchment. This request is to be done in writing to be presented for approval at the next board meeting.


##### 2. DRAFT 3year Roads Development Plan

This is to be presented to the Board at the next meeting.

##### 3. Consultants Review & Hiring of new MD

The Ministry's representative advised that the Ministry's preference is for the matters of the consultancy review and the hiring of a new MD be deferred to the new Board.

  
 Signature  
 Board Chairman  
 Confirmation of Minutes – 12.06.07  
 Date: 14.06.07

  
 Signature  
 Executive Secretary  
 Seconded: Confirmation of Minutes  
 Date: 14.06.07