

National Roads Authority
Minutes of the One-Hundred & Fifth Meeting of the Board of Directors
held at Public Works Department (PWD) Training/Resource Room,
370 North Sound Road, George Town, Grand Cayman,
Tuesday, June 14, 2011 at 1:00 p.m.

Present:	Colford Scott	Chairman
	Troy Whittaker	Deputy Chairman
	Mrs. Pearlina McGaw-Lumsden	
	Darrel Rankine	
	Mrs. Christine Maltman	
	Ronnie Dunn	Designate Director for Financial Secretary
	Tristan Hydes	Designate Director – Min. DAW&LA
	Brian Tomlinson	Managing Director
	Paul Parchment	Dep. MD Designate – Eng. & Operations
	Uche Obi	Senior Valuations Officer – Lands & Survey Department
	Denis Thibeault	Assistant Director – Transportation & Planning
	Mrs. Lois A. Hall-Vaughan	Executive Secretary
Apologies:	Steve McField	
	Ms. Levonne Ryan	
	Brian Ebanks	
	Justin Bodden	Director Ex-Officio
Absent:	Edward Howard	Dep. Managing Director – Admin & Planning (vacation)
	David Fawcitt	Designate Director – Min. DAW&LA
	Barry Martinez	

1. **Call to Order**
 The Meeting was called to order at 1:17pm by the Chairman.

2. **Confirmation of Minutes**

The Minutes for Meeting held May 10, 2011 and Extra Ordinary Meeting held May 24, 2011 were approved with minor amendments.

3. **Matters Arising**

a. Staff Meeting – June 2, 2011

The MD reported that there was a general acceptance of staff that austere measures will need to be taken in order to reduce NRA's expenditure. Staff was informed of the various proposals by management e.g. shorter work days (four instead of five days per week). Staff was encouraged to provide feedback on ideas to implement cost savings. Staff was left assured that they would be advised of any cost saving measures affecting them as soon as it was practical.

4. **New Business**

a. Claim for Compensation

Blk 14CJ **§. 23(1)** – Elgin Avenue

The Board approved payment in the sum of CI\$6,680.00.

Blk 23C **§. 23(1)** - Shamrock Road

The Board approved payment in the sum of CI\$22,414.50.

b. Blk 12 C **§. 23(1)** – Esterley Tibbetts Highway

Mr. Denis Thibeault informed that a request for access to the Esterley Tibbetts Highway or proceeding to Section 6 to construct a portion of the remainder of the Road Scheme was made in regards to a subdivision development of this parcel. The developer has not advised of proposed costs. Access can only be granted via the proposed link to Canal Point Rd. NRA is supportive of the request however is not able to build the link due to lack of funds, but if the developer will build then the NRA could assist in this project.

c. BP 446 – **§. 23(1)**

A request via letter dated April 28, 2011 was made by **§. 23(1)** to gazette and construct a proposed road connection (50ft roadway) between Frank Sound Rd. and Breakers. The request was considered and discussed however there are no funds available for this project.

d. McField Lane – request to widen entrances

A request was submitted to widen the entrances of this lane which is heavily used by motorists. Both entrances are extremely difficult intersections. It was noted that work had began on this lane in both 2003 and 2005 however due to the non-payment of compensation claims, work was halted. The NRA will thank the writer for the request and advise that the NRA is unable to fulfill this request due to the unavailability of funds.

Meanwhile, the matter would be brought to the attention of the George Town MLA's.

e. HR Report

The HR Manager Ms. Julie Campbell commenced working with the NRA May 18, 2011 and is currently being oriented. She is working on transactional issues, office management matters and preparing for the enhancement of the use of HR Management Information, utilizing the Explorer Software system for which training is scheduled later this month.

New job descriptions have been done for every post and the majority of employees have been issued with updated contracts and job descriptions.

- Finance support posts, Executive Secretary – NRA Board of Directors, Design Technicians – job descriptions approved, contracts being prepared for issue
- Fleet Management support posts – job descriptions and organizational structure under review by the Fleet Controller
- Signals Technician/Electrician – job descriptions under consideration by the Works Manager and DMD Designate Engineering & Operations
- Job descriptions for the Managing Director, Deputy Managing Director and the Deputy Managing Director Designate are currently being reviewed by the Managing Director.
- Job descriptions for the Assistant Director – Transportation & Planning, Engineering Assistant & Stockpile Operator are being prepared for review.

Managers and supervisors have been issued sets of the approved HR Policies & Procedures and Competency Framework. Copies of the policies and procedures for Drug & Alcohol Misuse, Probationary Employment and Managing Staff Reductions have been reviewed by NRA Senior Management and are now provided to the Board for review and approval for adoption.

At a previous meeting of the Board it was recognized that in order for HR Management practice to be sustained for future organizational performance, there is a need to ensure that the frameworks now set through the Personnel Manual, Competencies, HR Policies & Procedures, Job Descriptions and Contracts of Employment are fully applied by managers and supervisors to achieve the required business outcomes.

Therefore a programme of training for managers and supervisors is essential for them to master the new skill set to fulfill their responsibilities as they will be empowered to carry out a higher proportion of line

management responsibilities in respect of their staff. A significant amount of work needs to be done to equip managers with the required levels of skill and ability to achieve this level.

Employees whose jobs do not contain such responsibilities will be working with less supervision as they will become multi-skilled with greater levels of personal competence. Importantly they will be given the opportunity to develop talents for upward mobility or to take on enlarged roles.

It has been accepted that there needs to be continuation of professional HR strategic services and organizational development to achieve this which will ensure the following:

- Better workforce alignment to overall business
- Improved work force productivity
- Improved individual and team performance
- Employee development and succession planning
- Improved employee engagement and motivation
- HR reporting and analytics

A further term of one year for the HR consultant with a reduced time commitment (40 hrs of consultant time each month with additional provision on a requirement by requirement basis determined each month) was proposed and this is to be decided on by the Board.

Redacted under Section 21(1) of the FOI Law (2015)

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- f. Esterley Tibbetts Highway extension/West Bay Road
Director Mrs. C. Maltman declared a conflict of interest in regards to this item and left the meeting.

A proposed closure of part of the West Bay Road and extension of the Esterley Highway was presented by the DMD Designate.

A meeting of the NRA, the Ministry of DAWL&A and DART was held at which the proposal was discussed.

DART is proposing to close part of the West Bay Rd. between Governor's Way and Yacht Drive (except for local access). With this disconnection Yacht Drive will then carry all the traffic travelling between West Bay Rd. and the extended Esterley Tibbetts Highway. In the future Governor's Way will be re-constructed and shifted about 200 ft. south touching the northern boundary of the Trafalgar Place property. It will serve as one of the major connections for traffic travelling between the Esterley Tibbetts Highway and West Bay Rd.

It is also proposed to extend the Esterley Tibbetts Highway further north from Yacht Drive to Batabano Rd. Under the existing road conditions the northern section of the island can only be accessed by using the West Bay Rd. The further extension of the Esterley Tibbetts Highway will serve as another option and share the north-south bound traffic with West Bay Rd.

It was noted that access points on this proposed extension will pose a problem.

The DMD Designate advised that Orth Rodgers & Associates Inc. is expected to do a presentation June 14, 2011 and a final report on the proposal done.

It was suggested that a recommendation be made to build the extension to Rev. Blackman Dr.

A motion was moved by Director D. Rankine and seconded by Director Designate T. Hydes to recommend gazetting (Section 3) the extension of the Esterley Tibbetts Highway to Batabano Rd. with a continuation to Rev. Blackman Dr. Also to recommend the closure of the West Bay Rd. (Section 14) – Governor's Way to Yacht Dr. – upon completion of the Esterley Tibbetts Highway extension. The motion was approved and accepted by the Board.

4. Next Meeting

The next meeting is scheduled for July 12, 2011.

5. Adjournment

The meeting adjourned at 3:55pm.