



Jamaica Public Service Company Limited

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Maintaining a Tradition of Excellence



Dedication, commitment and pride are some of the words that describe the employees of the JPS Rockfort Power Station who, by virtue of their soldierly conduct, bring to life the plant's historical ties with the Jamaica Defence Force (JDF).

"In 1985 the Rockfort Station was commissioned. It was the product of a joint venture between the Jamaica and Japan governments... the idea behind it was to improve the reliability of our power supply," said Glenroy Leslie, Plant Manager.

Leslie pointed out that during the 1980's the Rockfort Power Station, which generates 36 Megawatts (MW) of electricity, was the first of its kind - there being no other commercially operated diesel station in the island. He maintained that the industrial scene was somewhat turbulent and hence, government wanted an energy facility that was not controlled by civilians and would therefore always be in operation.

The move was geared towards having a facility that was owned by JPS but controlled by the JDF. Military

personnel was therefore responsible for operations and maintenance, while JPS provided a liaison between the management of the plant and the company's senior management. This trend continued throughout the 1980's but by the early 1990's change was imminent.

"We started to have a gradual influx of JPS employees. The initial civilian cadre was now at the level of cleaners and janitors, but eventually we had engineers being posted here. I was one of those," Leslie said. For the most part, the plant largely remained under military control, however, by 1996, a civilian joined the managerial team.

As the years passed by and the soldiers' contracts with the JDF came to an end, there were a number of openings to which many civilians responded. This resulted in a shift in the organizational structure of the plant from a military-operated station to one which included both military and civilian personnel. Operations Manager at Rockfort, Douglas Farquharson, pointed out, "Many of the present employees are former soldiers who were previously employed to the plant."



Hixbert Reid, Senior Power Station Maintenance Personnel at the Rockfort Power Plant is deep in concentration as he goes about his daily tasks.

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- ✓ *We act with integrity* ✓ *We shape the future* ✓ *We deliver results* ✓ *We care about people*
- ✓ *We strengthen the communities we serve* ✓ *We act as one team* ✓ *We have a winning attitude*

Editor's Notes

Hey, what's up? It's so nice to share with you again. I am sure that with the many activities going on around the company you are having a difficult time keeping up. Well there is no need to worry because with a copy of the Click magazine in your hand each month you are always updated on what you need to know.

So what exciting activities have you missed recently? Let's see. In this issue Click takes you on a journey to the seaside to share in the happenings at the Rockfort plant. You will also meet three members of staff, gain more insight into HR's JOI programme and get feedback from the recent Senior Managers' Retreat. Click also gives you a chance to meet Old Harbour's *Employee of the Year* and see how JPS continues to change lives at the tertiary, secondary and early childhood level of the education sector.

Once again the Production Team says thanks to the individuals who made this Click possible. However, we recognise that we still haven't heard from some of you - especially our friends from outside of Kingston. Let us know what exciting events are taking place in your location. We want to hear from you. Remember this is **YOUR** Click and **YOU** can help to shape it. Don't forget to share your thoughts at rujohnson@jpsco.com O.K. enough of me for now. Enjoy your Click and let me go and ensure that you have another issue to look forward to next month. Catch you then!

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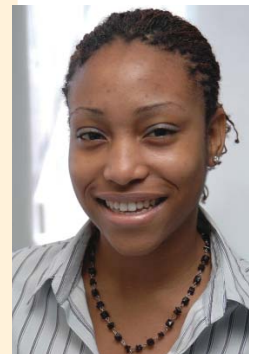
MEET Andrew, Kerry & Richard



Andrew Simpson joined JPS recently after completing his Master in Economics at the University of the West Indies. While there he specialised in Financial Economics and Game Theory. Unassuming though he may seem, Andrew is a brilliant mind bursting with a wealth of ideas to share with the Performance Management Unit where he currently works as an Analyst on tariff-related matters. Andrew enjoys playing dominoes, listening to music, surfing the net, travelling and teaching. He confessed that he also enjoyed lecturing Micro and Macroeconomics at UWI and IMP up to June 2004. We welcome Andrew to the company and wish for him an exciting and inspiring experience.

Kerry-Ann Spencer comes to JPS with an outlook that goes hand in hand with the company's mindset, "*We have a winning attitude*". This is evident in her view, "I find challenge in the old adage, "*Why settle for mediocrity when there is excellence to be achieved?*"

She recently graduated from the University of the West Indies with First Class Honours in her double degree in Economics and Statistics. She now works in the Corporate Planning Department as a Financial Analyst. In this role she provides: monthly variance analyses on Revenue & Collection and Debt Financing, macroeconomic forecasting of exchange rates and fuel prices and updates the Financial Model to facilitate the company's budget process.



Kerry-Ann says, "*I am constantly seeking to measure my work ethics and achievements and I am ecstatic about the work I do here!*" We say welcome to Kerry-Ann and wish for her a dynamic stay.



If you visit the Bogue Power Station you might just meet **Richard Gordon**, Reliability Engineer in the Operations Department. Richard joined the staff at Bogue after making the transition from lecturing in the Faculty of Engineering and Computing at UTECH.

Richard has a wealth of expertise to offer JPS in the area of Engineering since he has worked and studied in the field for over 14 years. Richard studied Engineering in Cuba and Japan and considers himself multi-lingual as he speaks English, Spanish and Japanese.

We say welcome, *bienvenido* (Spanish) and *kantai* (Japanese) to Richard and wish for him a long and fulfilling experience with the company.

HR FOCUS

Share in the "JOI"

By July 2005 JPS will be a "joyous" place to work. It is at that time employees are expected to begin sharing in the "JOI" created by the HR Division.



Charles Matthews, (2nd left) President and CEO, Silina Patterson (2nd right), Human Resource Assistant and Denise Kong (right), IT Specialist - Human Resource Systems, listen attentively as Charles Sakwa (left), Project Manager for the Xcelicor Team, provides details on the JPS Oracle HR Implementation Programme.

Through Project JOI - JPS Oracle HR Implementation (pronounced JOY), employees will be able to "take ownership" for their personal and professional information and participate in other Human Resource management activities via a web browser. Some of the functions employees will be able to carry out include:

- Updating information relevant to career and work
- Updating information related to emergency contacts, dependents and beneficiaries
- Viewing employment and salary histories
- Applying for and tracking leave balances

Project JOI was developed to improve HR employee support systems and is a part of an overall approach being carried out by the company to replace the existing PeopleSoft (HR/Payroll) system. As a part of its implementation strategy, the HR Division conducted a series of Focus Group meetings aimed at: sensitising employees about the project, highlighting the merits of the system to areas such as performance management and internal controls, and preparing employees to embrace the responsibilities of its implementation.

The HR Division is being responsive to the needs of the employees and has developed Project JOI to offer, "quality care through the use of technology". Through JOI you will be independent, empowered and satisfied. Why don't you get ready for the "JOI ride" and take a colleague along? The benefits will be invaluable!



Cecil Morgan, (left) Project Manager - JOI Management Office, shares with participants in the first Focus Group Meeting held to sensitise employees about the JOI Project.

"JOIOUS" Winners!

Why "Project JOI" you ask? Where did that name come from? Whose idea is it?

It all happened recently in the HR Division with the launch of an internal "NAME THE PROJECT COMPETITION" encouraging members of the division to create a name for the new Oracle HR Implementation Project. The entrants were given guidelines which indicated that the winning name should be short, creative and compelling.

Following a week of intense competition, Trixi MacMillan and Peaches Wray emerged the winners through a decision to combine two entries to create the Project name "Project JOI" and tagline "Offering Quality Care Through Technology".

Trixi and Peaches are elated at winning and playing such a critical role in the project's implementation. They encourage all employees to join them in; feeling, experiencing, sharing and promoting the JOI.



Trixi MacMillan (left), HR Planning Officer, accepts her gift from Charles Dunaway, Technical Lead, Xcelicor, while Peaches Wray (right), Human Resource Assistant, receives a gift from Christine Anderson-Brown, Head of Human Resource Planning. The ladies were awarded for winning the HR Division's "Name the Project Competition."

Senior Managers' Retreat Defining the Focus

At the end of February 2005 the Company hosted a Senior Managers' Retreat, under the theme, "Our Goals...Our Plan...Our Results!" The main objective of the two-day retreat was the fine-tuning of JPS' strategic focus and corporate goals for the year.



JPS Chairman, JR Harris (left) and Charles Matthews (right) President and CEO, listen keenly to a point being made by Mirant's Executive VP & Chief Operating Officer, Curt Morgan, during the Senior Managers' Retreat.

The Retreat provided an opportunity for members of the management team to place their stamp of approval on the initiatives and activities to support the goals, and to identify their roles as the persons who will be ultimately responsible for ensuring that the organization delivers the required results. The event was characterized by lively discussions and presentations by key personnel, including: Chairman, JR Harris; Mirant's Executive VP & Chief Operating Officer, Curt Morgan; Mirant's SVP International Finance, Lamar Chesney; members of the JPS senior management team; as well as the managers responsible for implementing the initiatives and activities supporting the corporate goals.



Members of the audience pay keen attention during the Senior Managers' Retreat.

Corporate Goals 2005

The specific top-level goals and initiatives agreed on for this year are:

1. Increase Return from Core Business

Initiatives:

- Improve Operational Performance
- Mitigate Non-Technical Losses
- Optimize Procurement

2. Protect Long-Term Value & Capture Growth Opportunities

Initiatives:

- Manage Regulatory Risk
- Maximize Generation Expansion Opportunities
- Optimize Capital Structure

3. Increase Organizational Effectiveness

Initiatives:

- Implement Performance Management System
- Create a More Harmonious Work Environment
- Improve Internal Controls

4. Increase Quality of Service

Initiatives:

- Reduce Service Interruptions
- Bill Customers Correctly and Timely

With the corporate goals in place, each manager is now working with his or her team to define departmental and individual goals that will help to achieve the overall corporate objectives.



A section of the audience listens to a presentation by Mirant's SVP International Finance, Lamar Chesney, during the recent Senior Managers' Retreat.

Adding ~~e~~nergy To ~~e~~ducation

UTECH Engineering Lab To Be Expanded

Based on a much-needed 4.5M grant received from JPS, the only electrical engineering laboratory in the English-speaking Caribbean, located at the University of Technology (UTECH), is set to undergo a process of expansion and upgrade.

Over the years, UTECH has spearheaded research in the fields of Electrical and Mechanical Engineering, with a growing number of post-graduate students engaged in research projects. The improvements in the facility will therefore enhance opportunities for ongoing studies and critical research.



Dr. Gossett Oliver (centre), Dean of the Faculty of Engineering & Computing accepts the cheque valued at 4.5M from Alicia Lyle, Director of Human Resource Services, JPS. Looking on is Dr. Victor Watt, Head of the School of Engineering.

Dr. Gossett Oliver, Dean of the Faculty of Engineering and Computing, was thankful for the donation and indicated that a portion of the funds will be used to finance research projects within the School of Engineering. He also said, "We are very thankful for the sustained support that JPS has shown towards the improvement and strengthening of the University. We



From L-R: Dr. Audley Darmond, Lecturer in the School of Engineering & Computing, Dr. Victor Watt, Head of the School of Engineering; Alicia Lyle, Director of Human Resource Services, JPS; and Dr. Gossett Oliver, Dean of the Faculty of Engineering & Computing, in conversation following the hand-over of the cheque.

are sure that this partnership will result in even greater success as we both continue to work together for our mutual benefit."

Alicia Lyle, Director of Human Resource Services, JPS, reiterated the company's support, "One of our objectives at JPS is to strengthen the communities we serve through investment in education and social and economic development. We remain committed to this partnership with UTECH and are confident that the benefits to be gained will impact not only at UTECH and JPS, but will have far-reaching impact on the country."

Partnering With UWI Chemistry Department



Winsome Callum, Head of Corporate Communication hands over a copy of a Chemistry Manual to Professor Ishenkumba Kawha, Head of the Department of Chemistry, UWI.

JPS recently co-sponsored the Department's workshops on Spectroscopic Methods of Analysis held for high school students who are preparing for Chemistry exams at the Caribbean Advanced Proficiency Examination (CAPE) level.

Most high schools encounter difficulty when preparing for the CAPE as the schools do not have the equipment necessary for meeting the requirements of the curriculum. The Department of Chemistry has therefore provided assistance to the schools through a series of workshops which allow both students and teachers to conduct experiments and gain "hands-on" experience with equipment and techniques.

This year JPS partnered with the Department in sponsoring the manuals for the workshop, which will benefit over 300 students and teachers from across the island.



Environmental Tracking System



Whenever a fault or an environmental irregularity occurs at a JPS location the problem has to be rectified. This means that a Corrective Action Notice (CAN) is created by an Environmental Affairs team member and sent via our mail system to the particular location. During the correction process the CAN is signed off by a number of persons at different stages until the job is completed and there is final sign-off.

This method has however proven to be time-consuming and so the Information Systems Division has developed an Environmental Tracking System (ETS). The ETS is the electronic version of the CAN and is expected to better

facilitate the tracking of CANs and store them at a central location accessible to all authorized personnel.

The ETS is generated by a member of the Environmental Affairs Department and sent electronically to the Environmental Health and Safety (EHS) Manager/Coordinator at the particular station. It is then the EHS Manager's responsibility to initiate and monitor until the work is completed.

The change from the paper-based CAN to the electronic ETS is expected to result in a number of benefits.

These include:

- Quicker communication with the EHS Managers
- Easier access to information
- Sign off from the EHS Manager when the job is completed
- Better administration and tracking of ETS
- Greater visibility of the process

The ETS also includes new features which are expected to improve the process. These are: assignment of actions via email, automated reminders if no action has been taken, the ability to display images within the corrective action and better reporting mechanisms.

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Maintaining A Tradition Of Excellence

"80 per cent of the maintenance staff was former military personnel. Some left the military and went to the Hunt's Bay plant, others came here," Farquharson said. He believes that the employees' exposure to the rudiments of military life contribute to the discipline and loyalty they display on the job.

Stenlorf Friginette, Maintenance Manager at the plant, was the first to make the transition from soldier to civilian employee. "I've been here since the 80's, I started working in 1988," said Friginette. He has worked through Hurricanes - Gilbert and Ivan.

"The military environment still prevails, employees here are very alert and safety conscious," said Farquharson. Leslie agreed with him and added, "...there is the occasional disagreement but it is never adversarial, the guys here are very focused."



Corp. Comm. Officer, Ruthlyn Johnson (centre) gets the facts on the Rockfort Power Plant from Glenroy Leslie, (left) Plant Mgr., Stenlorf Friginette, (2nd left) Maintenance Mgr. and Douglas Farquharson, Operations Mgr.

In making the significant change from military control to a wholly JPS operation, Leslie indicated that despite several factors acting against them and a lot of effort being required, the process was relatively smooth.

"We worked tirelessly with HR on the selection process to ensure that we

acquired the appropriate competencies to match the openings," said Leslie. This was done in an effort to maintain the high standards, which the JDF had previously achieved.

The Rockfort Power Station, has come a far way since its days as a military operated facility. However, Leslie believes that the plant's achievements and its ability to maintain its standards

under full JPS management come from the fact that the mindset of the employees has not changed.

"Pride and team effort are priority at Rockfort," Leslie said. "We are a close-knit family and our commitment to each other and to our tasks is the driving force behind our success."

Old Harbour Recognises Power Players

Recently the Old Harbour Power Station held a prize-giving ceremony to recognise employees who have been performing outstandingly in their areas of responsibilities.

Twenty-three employees were awarded Tokens of Appreciation for their heroic effort to protect the plant during the onslaught of Hurricane Ivan last September. Another 10 employees received awards for performing above expectations in their respective departments. A number of prizes were also distributed along with the **"Employee of the Year Award" which was presented to Michael Chambers.**

During the event, Joseph Williams, Plant Manager, expressed his appreciation for the support he received from employees during the year. He also commended the awardees on their "...exemplary efforts to improve the delivery of quality work, and ultimately contribute to the achievement of the organisation's goals."

Robert Patrick, Senior Vice President Generation, was very pleased with the high level of dedication and excellent output from the employees. He said, "I am

proud of the passion and loyalty that you have shown towards your work. It is clear that you have embraced the company's goal of world-class service. Keep up the good work and continue to grow and excel as you change the lives of others with your energy."



Robert Patrick, Senior Vice President, Generation, makes his presentation at a recent Dinner and Prize-Giving Ceremony held at the Versailles Hotel to recognise employees from the Old Harbour Power Station who performed exceptionally in their areas of responsibilities.

Get to know Michael Chambers - Generation Employee Of The Year



Michael Chambers (right) accepts a token from Robert Patrick, Senior Vice President, Generation for being selected "Employee of the Year" at the Old Harbour Power Station.

Who is Michael Chambers?

I am a Shift Charge Supervisor assigned to the Old Harbour Power Station for the past four (4) years. I have been married for eleven (11) years, and the father of a ten (10) year-old daughter.

What inspired you to choose JPS for employment?

I was influenced to seek employment at JPS because of my love of Boiler Operations. My dream however, was to work at a plant with large units. There were two companies which came to mind. These were JPS and Jam Alcoa. I applied to both and was successful at JPS.

To what do you attribute your growth in JPS?

I would attribute my phenomenal growth at the Old Harbour Power Station to my commitment, dedication and enthusiasm. I also believe it is helped by my sharing the vision that JPS can be a world-class organization.

How do you feel about being selected as the Employee of the Year?

I was really surprised but grateful at being acknowledged by the senior management team of the station.

What is your philosophy on life?

Learn the things you ought to know to operate efficiently in your classification. Then seek to learn the things that are good to know, which will prepare you for the next level.

Do you consider yourself a role model?

Yes, I consider myself a role model.

What encouragement do you have for new employees and employees who are trying to elevate themselves through the ranks of JPS?

Come prepared to work hard. It's a good company to work with. Give your 100% and stay focused.

Employees Changing Lives With Their Energy

Christiana High Wins JPS Region 2 Science Fair

Christiana High recently walked away with \$30,000 and the JPS Trophy after placing 1st in the recently-held JPS Region 2 Science Fair competition. Winston Jones High was second while Munro College placed 3rd.

The Fair which was held under the theme, "Science and Technology - Transforming Research Results into Viable Business", inspired a number of creative exhibits by students from 25 schools. Christiana High received the Most Innovative Award for their exhibit "Saving Our Environment: An Alternative Fuel to Charcoal". A special award was also given to DeCarteret College in the category of Very Innovative for an exhibit entitled "Phone Cards - Recycling Waste". The prize for Most Indigenous went to Newell High for their project, "Versatility of Jamaican Plants Medicinal Purposes".

Schools from the parishes of Manchester, Clarendon, St. Elizabeth, and St. Catherine participated in the Science Fair and competed for cash prizes and trophies totalling over \$200,000.



Representatives of the winning schools in the JPS Region 2 Science Fair proudly display their trophies.



Daffodil Bruce (2nd left) Community Relations Officer, is assisted by students of the Christiana High School as she examines their winning exhibit during the Region 2 Science Fair Competition.

Boosting The Nutrition of the Nation's Young



Hon. Maxine Henry-Wilson, (left) Min.of Education, Youth and Culture and Daffodil Bruce, Community Relations Officer, share a joke with students during a recent function held to hand over the final cheque of 2.5 M donated to basic schools as a part of the JPS Nutritional Support Programme.

Teachers of 179 basic schools in nine parishes across the island are expected to have healthier minds to mold in their classrooms due to a boost in the nutrition levels of their students.

Approximately 10,000 students from these basic schools are benefitting from a 2.5 million JPS Nutritional Support programme. This project was undertaken as a collaborative effort which saw JPS matching the lunch subsidy that schools receive from the government.

Through this programme, coordinated by the Community Relations Department, the young students are guaranteed a balanced meal on a daily basis. This will pave the way for a solid foundation for the future.

The Nutritional Support Programme represents JPS' efforts to be more responsive to the needs of the communities that we serve by seeking to build sustainable relationships through the vehicles of education, sport and community development.



Beneficiaries of the JPS Nutritional Support Programme happily pose for a photograph. Through the nutritional boost the students will receive from the programme they are expected to show marked improvement in their learning ability.

By enriching the lives of the young JPS continues to make an impact on national development and remain true to its credo "Changing Lives With Our Energy".