



THE PORT TWITTER

WHO'S AT THE HELM?

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February 1, 2009 saw a significant change taking place at the Kingston Container Terminal. APM Terminals (Jamaica) Limited, managers of the terminal beginning February 1, 2002, ended their stint at the termination of their contract on January 31, 2009.

The new, re-energized organization, now operating under the name KCT Services Limited, is headed by Henry Lee who is no stranger to the operations of the terminal, having served as Operations Manager from 2004 to 2006 under the then APM management.

Aside from his knowledge of KCT terminal operations, Lee gained a wealth of experience in the business having worked for the Maersk group in various capacities. The last position he held was that of Distribution Manager, before being summoned to take over the reigns of the new KCT Services Limited.

Number 1 hub port in the hemisphere

Henry Lee sees himself as a 'gatekeeper and facilitator', opening the door of opportunity between the people of Jamaica and the world. When asked what is his plan to achieve this, he stated "It is my commission to further develop the considerable skills sets within the organization, to compete on a global basis. We want to continue to grow as the number one hub port for the distribution of cargo in this hemisphere".



The KCT Senior Management team.

Seated from left: Almando Jones (CFO), Henry Lee, Gaby Sharf (Operations Manager), Basil Walker (HR & Safety Manager). Standing: Omar Walker (Security Manager), Norman Lindo (Business Processes Manager).



Henry Lee—Managing Director

Pleased with performance of staff

One of the most significant changes that has taken place is the restructuring of the organization. Lee is pleased with the performance of his management team and proudly says "...the most success I've seen is within the talent of the managers that I have promoted and the following they have received". The work of the entire staff cannot go without mention as Lee speaks with the greatest pride of the remarkable achievement of 27.3 moves per hour in the first month of operations. This, he says, was down to teamwork and the determination of everyone.

Unity of purpose as never seen before

With this being Lee's second round of service to the port, we can't help but think that there is something which keeps him coming back. When asked he said without hesitation "...it's the fabric and culture of the Jamaican people. I have never seen that camaraderie anywhere else I've worked. When everyone gets together things happen". And rightly so, because there is much evidence of positive things happening such as the use of fewer transfers and shifters and the significant reduction in crane and equipment downtime.

With all said and done, Lee knows that he now has to concentrate on lowering costs in a bid to acquire new business.

INITIATORS OF CHANGE: PART 1

MANAGERS OUTLINE PLANS TO REVAMP ORGANIZATION

In view of the recent changes that have taken place, many are wondering what plans lie ahead for turning the organization around. Well, let's hear directly from the horse's mouth what plans are in store for KCT Services.

"We have a long way to go but we are on the right track"

Gavriel Sharf (or Gaby, as he is known to everyone) is well set in his position as Operations Manager. He considers his main goal to be that of improving productivity and efficiency by reducing the cost per lift. He firmly believes that this will cause us to be one of the leading terminals in the world and definitely in the Caribbean.

Focus is key in any operation and Gaby's main focus is to improve services to existing customers and getting prepared to receive new customers. He feels that this

can be done once we show stability in our operations.

But what of the changes that have taken place? Gaby is happy with the reaction of staff to the many changes and says "...we still have a long way to go but we are on the right track. Teamwork is key and recommendations are more than welcome".

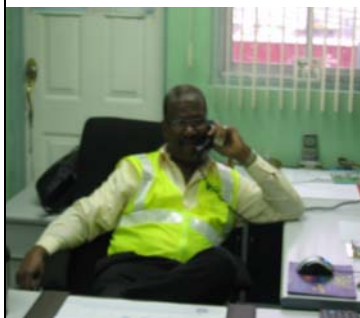
The month of May should bring more changes, one of them being the establishment of a Control Tower. Gaby explains that this should allow a more holistic ap-



Gaby Sharf—Operations Manager

proach to the monitoring and control of terminal operations by allowing for real time decision making and maximizing the use of existing resources.

"Issues are being resolved much more quickly than before"



Basil Walker—HR & Safety Manager

The changes at KCT have brought on many challenges, but Basil Walker feels that his team is ready for the task. In his role as HR and Safety Manager, one of

the first things he has done is to set a structure for the department as there had not been a defined one in place. So, instead of a more generalized department like the one that existed before, there is now a specialized unit where someone has responsibility for various HR matters e.g. employment, compensation, correspondence, and welfare matters such as the proper running of the canteen.

But Walker does not plan to stop the transformation process there. At some point in the near future there will be an Industrial Rela-

tions person in place to deal with union-related matters. This, he believes, is an important step in building and maintaining a good relationship with staff.

Overall, Walker is pleased with the results achieved so far. He points out that "...issues are being resolved much more quickly than before, simply because people have been empowered to look at the things that need to be done". He says that the more frequent visits to the unit is proof that HR services are improving.

"I look at the problem on hand and apply the appropriate technology to solve it"

There's probably nothing about terminal operations that Norman Lindo doesn't know having worked on the port for a number of years. That is why he is well suited to the post of Business Processes Manager, which puts him in charge of special projects which are heavily IT related.

As Lindo explains, "Because of my experience in all areas of terminal operations, I am able to put that with technology to improve operations on the port. This can be done by aligning the most appropriate technology to resolve

identified and quantifiable problems experienced at the terminal. I look at the problem on hand and apply the appropriate technology to solve it".

In using technology to improve business Lindo states that two things need to be looked at: firstly, the appropriate technology for the business and secondly the human element. He explains that one must look at building relationships which necessitates building an environment to help them excel and realize their full potential. To use his own words " If you



Norman Lindo—Business Processes Manager

combine human potential along with technology you will always produce the desired results".

OFF WITH A BANG!

We all know that our customers are the ones that keep our businesses going. So what better way to get the show on the road than by inviting our valued customers to the first event staged by the new KCT Services Limited.

The event, dubbed KCT 'Kick-off', was held on February 10 and was well attended by stakeholders representing, among others, the brokers', shipping and truckers' associations. They were introduced to the new management team and taken through a presentation of the new mission, vision, core values and structure of the organization.

With better communication being high on the agenda, time was allotted for managers and customers to mingle and get to know each other (or renew acquaintances, as the case may be). This presented an opportunity for customers to speak of some of the changes they too would like to see.

All in all, it turned out to be a most pleasurable occasion, with everyone leaving with a sense of



Simone Chamberlain of Transocean Shipping Ltd. (left) and Janet Smith, PA to the MD (KCT) pose for the camera at the KCT 'Kick-Off' function on February 10.

hope for a bright future.

Communication high on the agenda for the new KCT Services Ltd.

DID YOU KNOW?

There are many sayings or practices in existence today that stem from tradition. But do we always know how the tradition started? Well, here are some facts about the 1500s that might be of interest!

Most people got married in June because they took their yearly bath in May, so still smelled pretty good in June. They would, however, have started to smell just a little bit, so brides carried a bouquet of flowers to hide the body odour. Hence the custom today of carrying a bouquet when getting married!



Baths consisted of a big tub filled with hot water. The man of the house had the privilege of the nice clean water, then all the sons and other men, then the women followed by the children. Last of all the babies. By then the water was so dirty you could actually lose someone in it. Hence the saying "Don't throw the baby out with the bathwater!"



Tradition goes a long way!

TIME OUT

All work and no play makes Jack a dull boy (or Jill a dull girl for that matter!). So try your hand at solving this **Sudoku** puzzle.

For those of you who have never done one, the aim is to get all numbers from 1–9 to appear in each of the smaller 9-square boxes as well as in each row and each column, without repeating any number.

Why not time yourselves.

The solution is on the back, but no cheating!

	3		8	9	5		
6						9	1
		9		6			4
9			3	7		8	6
	2	7		8	1	3	
3	6			4	5		2
8			4		7		
5	7						3
		3		5	1	4	

A bit of a brain teaser!



Gateway to the World

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MISSION

To set the standard for world class service to our global supply chain customers through our people's passion for excellence.

VISION

Kingston Container Terminal is fundamental to the enrichment of the lives of the people and the economy of Jamaica. We are committed to preserving the environment while providing our services as a Gateway to the World for our local and international customers

CORE VALUES

*Integrity
 Fairness
 Trust
 Commitment
 Accountability for the environment*

SHIP AHOY! KCT WELCOMES NYK SHIPPING LINE

KCT Services gets ready to welcome NYK (Nippon Yusen Kaisha) shipping line which is scheduled to commence its service through Kingston at the end of May. NYK, a Japanese line, forms part of the Grand Alliance, the leading consortium in global container shipping, whose other members include Hapag-Lloyd, MISC Berhad and OOCL.

The Grand Alliance members (with the exception of MISC Berhad) along with ZIM Integrated Shipping Services have agreed to cooperate on the service from South China to the US East Coast via the Panama Canal on a 56 day round trip.

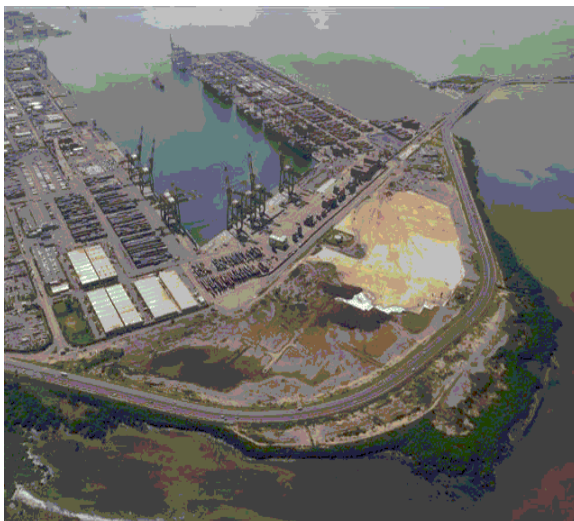
KCT Operations Manager Gaby Sharf, in speaking to staff, says "we are looking forward to your usual cooperation and high standard of work as we welcome the Japanese crew to our terminal".



PORT EXPANSION CONTINUES

For those who worked on or around the port a few decades ago, you will perhaps remember the modest two berth, two crane operation that existed then. Well, the port has certainly come a long way since those days,

currently boasting an impressive 19 cranes (14 of which are Post Panamax) spread over three terminals, namely the North, South and West Terminals.



Aerial view of the port showing the recently completed West Terminal (innermost section of the basin). The area behind the terminal is being developed to increase capacity.

Expansion of the port began in 1975 with phase one of a five-phase development plan. To date, phases one through four have been completed, which has put the total yard size at 102 hectares. Phase five has already begun and is slated for completion in 2010. This will then increase total yard size to approximately 132 hectares.

As regards the length of the berths, all three terminals total 2,400 metres with the longest being the South Terminal with 1300 metres followed by the most recently developed West Terminal with 600 metres.

Despite the substantial increase in capacity, the expansion still has some way to go. Phase five is well underway and will create additional capacity through the use of reclaimed land between the West Terminal and the highway. When this is completed there is an expected additional throughput of 285,000 TEUs.

WE WELCOME YOUR SUBMISSIONS

Do you have any interesting stories that you think we would like to hear?

Are you or one of your co-workers celebrating a birthday, anniversary or some significant achievement?

If there is anything at all that you think could be featured in this newsletter, then send an email to:

Janet.smith@kctjm.com

SUDOKU SOLUTION

1	3	2	8	9	4	5	6	7
6	4	5	2	3	7	8	9	1
7	8	9	5	1	6	3	2	4
9	5	1	3	7	2	4	8	6
4	2	7	6	8	9	1	3	5
3	6	8	1	4	5	9	7	2
8	1	6	4	2	3	7	5	9
5	7	4	9	6	8	2	1	3
2	9	3	7	5	1	6	4	8