

FOCAL POINT

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Quote

"You have to stand for what you believe in. Sometimes you have to stand alone."

Author: Queen Latifah,
Entrepreneur & Recording Artist



Let me begin by extending greetings and best wishes for a bright and prosperous 2005 to all Public Officers and our wider audience. This heartfelt salutation comes on behalf of myself and the entire staff of the Establishment Department.

Last year was a year of much activity in many spheres of our lives, almost to the point of overload. For me, it has been almost a year since Mrs. J.M. Eusalyn Lewis was transferred to the Cabinet Secretariat and I was installed as the Chief Establishment Officer. It has been a learning experience and with the invaluable assistance of my capable staff, we have maintained the Establishment Department's good standing in the Government Service.

I must at this point, thank all staff members at the Establishment Department for their patience and co-operation while we addressed a climate control problem in the Department. The problem has now been corrected and we are all enjoying a better working environment. We still have the problem of space to resolve. This I hope will be resolved in the near future.

I am looking forward to continue our learning experience together and to enhance the department's service to our fellow Civil Servants and other clients, in whatever way possible.

Happy New Year to One and All!

Mr. Hazel Spencer,
Chief Establishment Officer

Did you know ??

The Development of The Intellectual Property and Commerce Office and The Intellectual Property and Commerce Training/Education Centre in Antigua and Barbuda

The Vision of The Antigua and Barbuda Intellectual Property and Commerce Office

The Antigua and Barbuda Intellectual Property and Commerce Office (ABIPCO) is envisaged to be the main administrative authority that will ensure that adequate protection is given to all right holders listed under the various pieces of legislation pertaining to intellectual property and commerce. In addition to the registration of rights, the following will also be included in the mission of ABIPCO:

- (a) The dissemination of information relating to general procedures and practices provided for by the respective pieces of legislation. This will be done via public awareness programs such as seminars, training workshops/courses, displays/exhibitions and also via its website. The ABIPCO will also be responsible for communicating any updated information from the World Intellectual Property Organisation (WIPO), CARICOM, and other sources of intellectual property and commercial information. This includes informing the relevant Ministries within Government of any developments in the intellectual property and commerce arenas, especially where the developments can impact upon socio-economic policies locally and regionally. It will also be obligated to give legal opinions and advice, upon request, on any aspect of intellectual property and commerce as it relates to the development of national commercial policy;
- (b) The production of its own reading materials such as pamphlets, booklets, and magazines that will simplify the subject matter in order to ensure that the basic man on the street is made aware of the extent of the impact intellectual property and commercial issues may have on his livelihood. Although the Office is obligated to publish any notice in the Official Gazette in accordance with relevant provisions within the various pieces of legislation, it is expected that the Office will publish its own gazette. This will be made available to attorneys, agents, and other interested person for a fee either as a hard copy or via the Internet. The Office will also be responsible for the distribution of reading material from WIPO and the promotion of WIPO initiated activities for the stakeholders;
- (c) The training of Intellectual Property (IP) Agents, Judicial and Customs Officials, Young Entrepreneurs, and other stakeholders.(This will be in the second stage of development); and to heighten public awareness on the importance and economic value of IPRs and the need for the protection of these rights
- (d) The provision of modern and comprehensive procedures and facilities for the protection of IPRs for Antiguan and Barbudan creators, inventors, commercial enterprises and foreign rights holders;
- (e) The improvement of the IP system in light of the constant changes in technology and the globalisation of trade, through the modernisation of the laws and the accession to the relevant international treaties and agreements; and
- (f) The administration of the Patent Cooperation Treaty and the Madrid Protocol at the national level. The relevant provisions incorporating these treaties have already been included in the appropriate draft legislation that is presently before Parliament.

More to come in the next issue of Focal Point

Source: Mrs. Laurie Freeland-Roberts, Deputy Registrar, High Court



ANTIGUA AND BARBUDA FREE TRADE AND PROCESSING ZONE

OBJECTIVES OF THE FREE TRADE & PROCESSING ZONE

The four fundamental goals of the Free Trade and Processing Zone have been translated into specific objectives and time frames. They are listed below:-

- To diversify and expand the industrial economic base of Antigua and Barbuda by promoting an export led growth.
- To provide a comprehensive free enterprise zone, by ensuring that the Free Trade Zone in Antigua and Barbuda develops facilities that are equivalent to those provided by its competitors within a period of three (3) years.
- To create conditions which are attractive to investors and to establish the type of relationships and joint venture arrangements that would ensure medium to long term viability.
- To increase the transfer of technology in Antigua and Barbuda.
- To provide state of the art facilities and conditions that make the Antigua and Barbuda Free Trade and Processing Zone internationally competitive particularly in the area of telecommunications related services.
- To ensure that Antigua and Barbuda becomes a leader in the field of Informatics in the Caribbean within the next five (5) years with emphasis on Call Centers, Data Processing and E-trade.
- To ensure that within a period of five (5) years, Antigua and Barbuda becomes a sought after destination for Offshore Banking, Captive Insurance and other Financial Services.

Source: Mr. Vere Murphy, Commissioner Free Trade and Processing Zone



International Cricket Council (ICC) Cricket World Cup West Indies 2007

Antigua and Barbuda's Participation

The unique blend of "Carnival and Cricket" that has become synonymous with Antigua and Barbuda will be showcased between March and April 2007 when the country hosts the Super 8 Matches (Red Package) during the ICC Cricket World Cup West Indies.

Antigua and Barbuda's successful bid to host matches during the Cricket World Cup West Indies 2007 was the culmination of a truly national effort which saw the participation of many organizations and individuals. This collaboration was pivotal in ensuring that the country's bid submission fulfilled the exacting requirements and standards set out by the International Cricket Council (ICC), the sport's governing body.

The country's bid for the Super 8 Red Package was based on the conduct of a comprehensive economic impact assessment of the costs and benefits associated with the various packages on offer. It was the general view that given the country's infrastructure and resource base that this package presented the highest economic returns at the least cost to the country.

And so visitors and locals alike will be treated to six exciting matches (3 biggest +3 others) among the top 9 teams progressing from the first round of the Tournament over a three week period. The guarantee of three of the biggest matches of the round ensures that the competitiveness of the matches would be second to none.

Perhaps the most important aspect of the hosting of this package is the completion of construction of a new stadium at North Sound. This will be a collaborative effort of the People's Republic of China and the Ministry of Public Works. It will have a maximum capacity of 20,000 inclusive of 11,000 permanent seats with the remainder to be provided by temporary seating as the stadium demands. Final Stadium design plans are now being completed and site preparation has already commenced.

The impact on the country's general infrastructure, human resource capacity, accommodation, air and ground transportation will be tremendous. It must therefore be appreciated that another truly national effort is needed over the next three years if the country is to maximize the benefits of the widespread economic opportunities that are attendant with an event of this nature. Antiguan and Barbudans must grasp this opportunity to showcase the country's innate qualities to the rest of the world.

Source: Compliment of Antigua and Barbuda Cricket World Cup Bid Unit



Things to Know

Public Officers Giving Evidence In Court

49. (1) An officer shall not –
- (a) have legal custody of any document filed in his office or any other document of the Government; or
 - (b) disclose or produce any public document in Court without the permission of the Permanent Secretary.
- (2) Every officer who seeks to give expert evidence in a court of law on any matter connected with his official duties shall obtain the permission of his Permanent Secretary and in the case of a Permanent Secretary, his Minister.
- (3) An Officer who is served with a subpoena to give evidence in a court of law shall comply with the subpoena only after informing the Permanent Secretary, or in the case of a Permanent Secretary, his Minister.

(Taken from the 'Antigua and Barbuda Civil Service Regulations 1993, No. 1)

Public Officers accepting gifts or bribes

53. (1) No officer or member of his family may solicit for or accept a gift or a bribe whether in the form of money or in kind where such gift or bribe is for the purpose of influencing the officer in the performance of his duties or in his omission to do any of his duties.
- (2) The provisions of this regulation –
- (a) shall not apply in the case of gifts given to an officer by the civil service or its members in their private capacity with the approval of the Commission in appreciation of the officer's conduct or services in his dedication to the objects of the public interest;
 - (b) may be waived by the Commission in the case of gifts, to an officer on retirement in appreciation for services, during his period of employment.

(Taken from the 'Antigua and Barbuda Civil Service Regulations 1993, No. 1)



GONE TOO SOON

In August, 2004 another old soldier left the battlefield. His name was Mr. Cuthbert Alexander Prince, a retired Civil Servant of great renown. His Civil Service career began in the teaching service at the All Saints School. From here, he continued at various schools where he rose to the rank of Head Teacher. His work in education had been labeled as 'invaluable' and caused him to be moved into the administrative stream of the Ministry of Education as Planning Officer and later as Education Officer. Subsequent to that post, he was appointed Labour Commissioner, Labour Department where he served for ten years until his retirement.

Were his years of retirement a time of quiet solitude? Oh no. In fact, some may argue that they were just as full and rewarding as his working years. He served as Sabbath School Teacher, organist, choirmaster, member of the Church Board and auditor of the church's accounts. Additionally, he served as the local representative for Habitat for Humanity, assisted with the Peace Corps programme here and his advice was sought after by employees and employers alike concerning Industrial Relations matters. His true love was music and much of his time was spent in that area of endeavour aiding many choirs and church groups. I will remember his bright eyes, ready smile and winning personality. The Establishment Department takes this time to honour this great man and to beseech the Lord to bless his soul and to help his family through this time of grief.



Sectoral Linkages – The Way to Competitive Advantage

A nation's competitiveness depends on the capacity of its industry to innovate and upgrade. Companies gain advantage against the World's best competitors because of pressure and challenges. (Michael E. Porter – The Competitive Advantage of Nations).

Long gone are the days when sectors, be they private or public can operate in a vacuum, given the present environment in which we live. We live in an era of globalization and technological change, which creates a challenge for all countries and enterprises especially in small developing economies and societies such as our own. Globalization and trade liberalization proposes a world which is essentially border-less. A world where goods, services and people can move freely across borders, a world where "capital is highly mobile and where the most successful enterprises are those that can adjust and adapt to the changes that are taking place around them. " The same rings true for the nation-state. The countries which will grow from strength to strength both economically and socially are those who are able to strategically position themselves to benefit from the changes in the regional and international spheres.

It therefore becomes imperative, that countries adopt a new philosophy in dealing with these inevitable changes. It now calls for a rethinking and realignment of national strategy in order to ensure that the state has an equal chance at advancement. No longer can we confine ourselves within our own world and expect that we will be protected from our competitors; that our local markets will be preserved for us. The walls have been removed and there are arrays of products which are now available, the onus rests upon us to ensure that we maintain a high level of competitiveness and that our products represent the highest quality and standard, with identifiable distinctiveness.

One way this can be achieved, and the Antiguan and Barbudan product enhanced, is through greater sectoral cooperation and the creation of strategic sectoral linkages. These linkages will span sectors and when created will undoubtedly bestow upon us many blessings. Now is the time for the Nation to begin to contemplate the development of a sustainable diversification strategy to face the obstacles and challenges that an international system based on knowledge creation, access to information and strategic alliances will pose. Now is the time for us to see the viable linkages that can be made between our agricultural sector and our tourism sector, between our agricultural sector and our manufacturing sector. It is time for us to expand our vision field and see that there is so much more that can make up our tourism package and not just sun, sea and sand. We have other marketable resources, it is important that "skills and competencies be aligned to the market. These in turn should be connected to a national planning framework and a regional framework that satisfies needs and demands on a national and regional basis and ultimately compete to satisfy global demands."

On Monday 12 July 2004, the governments of Antigua and Barbuda and Japan formalized arrangements for Japan's support for the construction of a Fisheries Centre in Antigua and Barbuda. The Minister of Tourism, the Honourable Harold Lovell, stated that "it is the intention of this government to create linkages between the tourism sector and other sectors of the economy, especially agriculture and fisheries. " This is a positive step in the direction in which the Nation definitely has to go in order to have a fighting and surviving chance both in the regional and international arenas. It is hoped that more of these linkages will be created and the entrepreneurial and innovative spirit which dwells within our state, will be given the opportunity to thrive, for it is this spirit that will aid us in repositioning for the Caricom Single Market and Economy (CSME).

The CSME will be fully implemented by December 2005. Since its inception, it has been the catalyst for the re-evaluation of systems and modes of operation across sectors and businesses within Antigua and Barbuda. The CSME has forced individuals to "think outside the box," and create new avenues towards greater productivity and the achievement of competitive advantage. It has been realized, that to be most effective and reap the benefits that will redound from the provisions of the Revised Treaty, that persons be endowed with greater vision and a spirit which looks beyond the here and now and seek to explore new horizons, scale higher mountains, for there are higher heights and deeper depths to which we can go. Only then will we have a real chance at being competitive in this dynamic global village.



Things to Know

44. Where the Commission finds that any private investment held by an officer would interfere or conflict in any way with his duties to the service, the Commission may direct that the officer divest himself of such investment.

45. (1) Without derogation from the provision of section 10 of the act and subject to paragraph (2), an officer shall not –

- (a) act as editor of any newspaper, magazine or periodical or take part directly or indirectly in the management thereof; or
- (b) contribute to, whether anonymously or otherwise, or publish in any newspaper, magazine or periodical or otherwise cause to be published in any manner, in Antigua and Barbuda or elsewhere, anything which may reasonably be regarded as being as of political or administrative nature;
- (c) accept to be interviewed by any person on question of public policy or on any matter of a political or administrative nature on matters affecting the administration or the security of any state or territory; or
- (d) speak in public or broadcast in any way on matters which may be reasonably be regarded as of a political or administrative nature
- (e) statements for publication of factual and technical information by a Permanent Secretary, Head of Department or other senior officer authorized by the Commission.

Taken from the 'Antigua and Barbuda Civil Service Regulations 1993, No. 1'

BIRTHDAYS

Many happy returns to all our first quarter birthday celebrants here at the Establishment Department. Kick up your heels and enjoy to the fullest!! The Establishment Department also wishes the best to all you other birthday people out there.



Crystal Martin
Stacey Gregg
Cynthia Burke
Nicole Edwards
Elloy De Freitas



Lorraine Lewis-Simon
Alison Peters
Bernadine James-Jacobs
Gareth Nathaniel

BENCHMARKING WITHIN THE PUBLIC SECTOR

Definition of Benchmarking

Benchmarking may be defined as a strategic and analytical process of measuring an organisation's products, services and practices against a recognized leader in the field. In other words, benchmarking is a practical tool used for improving performance based on best practices and the process by which they are achieved. When benchmarking organizations should look for best practices based on rewards, rankings and publicity.

What is benchmarking?

- it involves looking outside one's organization or company to examine how other companies and organisations achieve their performance level and to understand the process used
- it is a process not a "one off" activity
- it involves behaviour and attitudinal adjustments
- is a tool used to identify, establish and achieve standards of excellence
- a practice of measuring against a world class organization
- discovering what makes your organization work better than others and building on it
- a disciplined method of setting standards of quality based on the industry's best
- learning how organizations achieve their performance levels and adapting them to fit your organization

Benefits of benchmarking

- elimination of waste by increasing productivity
- creating standards derived from the best in the field
- accelerate the process of improving goals
- enhancement of communication skills
- enhance and increase customer and employee satisfaction
- opportunity to motivate staff

The link between benchmarking and the Public Sector

Given the dynamic business environment in which government departments and divisions operate, they must adopt a proactive response and plan for the future to meet the demands and opportunities that the public sector faces and will continue to face. Benchmarking therefore is a process of strategic planning. All government ministries and departments must be in sync, there should be no faulty link or links. Applying the concept of benchmarking to the public sector would allow all ministries and departments to work in synergy therefore developing the necessary programmes and operations to achieve the overall objective. When benchmarking organizations should look for best practices based on rewards, ranking and publicity.



Mr. Leonard Grant, the third of six children was born in Gray's Farm to Ina and Malcolm Grant. His father was a Mechanic by trade and his mother a District Nurse. After a series of moves all over the country, the family eventually settled in the New Winthropes/Barnes Hill (Blizzards) area. Mr. Grant is the proud father of four children and is married to Selina Charles-Grant, a nurse.

Mr. Grant attended the New Winthropes Government School for his early education. At the age of 10 years he moved on to the Goodwill Academy, which coincidentally, at the time was housed in the same building in which years later he worked as acting Permanent Secretary of the Ministry of Labour, the very same location which the interview for this publication took place. He attained his secondary education at the St. Joseph's Academy where he became known for his academic and athletic excellence and after graduation pursued a Teachers Training Program at the Leeward Islands Teachers Training College followed by a teaching stint at the New Winthropes Primary School. Later, he joined the Holberton Hospital staff as a student Pharmacist and a year later, Mr. Grant left the position to work as a Junior Clerk at the Her Majesty Prison. Here he met Major Llewellyn Haywood, Superintendent of Her Majesty Prison, who became his mentor and who greatly influenced Mr. Grant's career.

The decision was made to further his education and in 1975, Mr. Grant graduated from Brescia College in Kentucky, U.S.A. with a B.Sc. Degree in Chemistry. He went on to Eastern Kentucky University pursuing graduate studies in Chemistry; after a semester he transferred to Murray State University.

In 1982, Mr. Grant joined the Ministry of Agriculture, Lands and Fisheries as Assistant Government Chemist, working mainly in the area of Agro-processing. In 1987, Mr. Grant pursued training in Agro-industry development at the National Institute of Small Industry Extension Training (Niset) in Hyderabad, India. He later completed a Masters degree in Business Administration at the University of the West Indies, at which point, he requested to be transferred to the administrative stream of Public Service.

Mr. Grant has acted as Permanent Secretary in several Ministries. Currently, he is the Chief Training Officer at the Training Division. As an aside, he has a brother, Mr. Lesroy Grant, also in the Civil Service who is the Deputy Director of Agriculture.

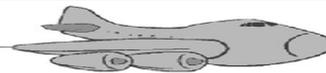
Mr. Grant is passionate about everything that he does. He loves people, especially the youths and would like someday to form a group that will focus on reducing the impact of drug abuse and crime on society. He advises his peers that they should make an effort to be very proficient in their area of work. He would like to see nationals endeavour to make Antigua/Barbuda a better place to live.

RETIREMENT

Retirement has taken on new importance and meaning and in recent years, we have seen increasing numbers of young persons taking an avid interest by actively preparing for it. There are Insurance policies, bank accounts and other investments designed as safety nets specifically for retirement. Through observation, one would notice that due to improved health and fitness retirement is no longer a matter of sitting on the porch sipping lemonade all day but rather a shift of gears usually into a different but still productive activity - oftentimes even a new career! The important thing nowadays is that we have options. 'Focal Point' congratulates all Civil Service retirees on this achievement. We encourage you not to simply fade into the woodwork, but to continue to make your mark on our society and find ways to inspire younger Civil Servants to produce well for our country. Our list of recent retirees is as follows:

Mrs. J.M.Eusalyn Lewis	Chief Establishment Officer, Establishment Department
Patrick Whyte	Director of Sports, Ministry of Health, Sports & Youth Affairs
Cecil Pigott	Senior Lecturer, A.S.C., Ministry of Education
Joseph Josiah	Principal Inspector of Customs, Ministry of Finance & Economy
Eustace Gage	Senior Price Control Officer, Ministry of Trade
Torene Anthony	Domestic Aide, Holberton Hospital, Ministry of Health
Everette Matthew	Departmental Sister, Holberton Hospital, Ministry of Health
Pamela Browman	Graduate Assistant I, Ministry of Education
Carlton Williams	Superintendent, Mental Hospital, Ministry of Health
Hyacinth Gage	Nursing Assistant, Holberton Hospital, Ministry of Health
Eustace Peters	Accountant General, Treasury, Ministry of Finance
Rhonis Richardson	Specialist Supervisor of Infant Education, Ministry of Education
Elrick John	Mortuary Attendant, Holberton Hospital, Ministry of Health
Denfield Knowles	Senior Radiographer, Holberton Hospital, Ministry of Health
Julienne Williams	Clinic Nurse, Ministry of Health
Elizabeth Thompson	Graduate Assistant I, Ministry of Education
Greta Hatmin-Holder	Graduate Assistant II, Ministry of Education
Bernadette Semper	Principal, Secondary School, Ministry of Education

FLY AWAY



Leave Passage Grant Recipients

Miss Grethlyn Grant	Ward Sister, Holberton Hospital	Retired
Mrs. Avernella Thomas	Principal I, Ministry of Education	Retired
Mrs. Lucia Isaac	Assistant Teacher, Ministry of Education	Retired
Mrs. Pauline Daniel	Principal Assistant Secretary, Ministry of Labour	Retired
Mr. Cecil Pigott	Head of Engineering, Antigua State College	Retired
Mrs. Melvina Simpson	Senior Prison Officer, Her Majesty's Prison	Retired
Mr. Patrick Christian	Forecaster I, Meteorological Division	Serving
Miss Linda Joseph	Personnel Officer, Medical Division	Serving
Miss Morvelle Gordon	Principal Assistant Secretary, Ministry of Justice & Legal Affairs	Retired
Mrs. Joan Meade	Domestic Aide, Feinnes Institute	Retired
Miss Elizabeth Williams	Telephone Operator, Holberton Hospital	Retired
Miss Bernadette Semper	Principal, Ministry of Education	Retired
Mrs. Marigold Samuel	Assistant Secretary, Ministry of Finance	Serving
Mr. Dandridge Joseph	Agricultural Assistant, Agricultural Extension Division	Serving
Mrs. Bernadine Mason	Assistant Teacher I, Ministry of Education	Retired
Mr. Patrick Whyte	Director of Sports, Sports Division	Retired

VALENTINE'S SCRAMBLE

Unscramble the words below to form a list of wonderful Valentine's reminders.

ESHCOLTAOC	_____	ELOV	_____
NENDIR	_____	SLDACNE	_____
ROMNCEA	_____	PCIDU	_____
STGIF	_____	DRE	_____
SEORS	_____	SLCUPOE	_____



Brain Teasers answers from the previous issue:-

CLUEWORD

- (1) EEL, RAM, MOB;
clueword: memorable
- (2) GUN, OLE, MOO;
clueword: monologue

STRANGE CHANGE: ingot

REMEMBER.....

"Begin where you are. But don't stay where you are!"

Author: Unknown



WORDS TO LIVE BY...

Some statements may even seem sophomoric, but when examined closely, are seen to be profound. This brilliance can be seen clearly in the simplicity of the following

'Do unto others as you would have them do unto you'



Establishment Department

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Should you have articles, ideas, comments or other correspondence to share with us, please send them to Focal Point c/o Establishment Department at the address, email or Fax facilities listed above.

REMINDER!!!!

DUTY/STUDY LEAVE, 2005

Civil Servant? Yearning for higher education? This may be your perfect opportunity. The Civil Service offers duty/study leave for just this purpose.

Applications for duty/study leave should be submitted to the Establishment Department on or before 30th April, 2005 along with:

- 1) All relevant documentation pertaining to the course of study for which leave is required.
- 2) Recommendations from the respective Permanent Secretary and or Head of Department.

In the absence of the requisite documentation (acceptance letter from the institute of higher learning), the officer may apply for Provisional duty/study leave. Please note, however, **that the grant of Provisional leave does not constitute permission to proceed on leave.**

N.B. This Department reserves the right to return applications received after the **April 30th** deadline date.

Below, please note eligibility requirements based on years of service.

4+ years of service — eligible for study leave

10+ years of service — eligible for duty leave

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