

# CHALLENGE

SPECIAL COMMEMORATIVE EDITION

— November 2016 —

# TO CHANGE

*Legends to Legacy*



*Barbados* 50  
PRIDE & INDUSTRY  
1966 - 2016



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Challenge to Change Magazine

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# Message From

THE RT. HON.  
FREUNDEL STUART, Q.C., M.P.

PRIME MINISTER OF BARBADOS

As Prime Minister and Minister responsible for the Public Service it gives me great pleasure to be associated with the publication of this 50th Anniversary Independence edition of the Challenge to Change magazine, *'Legends to Legacy'*, produced by the Office of Public Sector Reform.

This special publication, honours the achievements of fifty (50) retired or deceased public officers. The individuals honoured in this edition of the Challenge to Change represent some of the best of those who laid the foundation. I take this opportunity to congratulate the Director and staff of the Office of Public Sector Reform for conceptualising and producing this publication and the members of the Evaluation Committee for volunteering to be a part of the process in selecting the fifty (50) awardees. I take the opportunity also to applaud the work of public servants past and present who contributed to keeping the "Ship of State" afloat and to encourage present and future officers to emulate the excellent work of those we now honour.

These fifty (50) public officers who are being recognised in this publication have created legacies in their particular fields of endeavour. These officers undertook their duties with integrity and professionalism. They have chartered paths that their successors have been able to follow and created a public service which is the envy of our neighbours and the world. I salute and thank them for their public service, which sometimes came at great sacrifice. They have shown that there is honour in being a public officer whether as such one is called upon to serve their country here or overseas.

Since Independence, the Public Service has facilitated, if not been the catalyst for, the economic and social development of Barbados. Indeed you are reminded that the Civil Service as an institution preceded Ministerial government in Barbados.

In the latest United Nations Development Programme Report, Barbados recorded a human development index (HDI) of 0.785, which places the country in the high human development category, with a ranking of 57 out of 188 countries and territories. This is an accomplishment of which we as Barbadians and public officers should be proud.

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# Message From

THE RT. HON. FREUNDEL STUART, Q.C., M.P.

PRIME MINISTER OF BARBADOS

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An assessment of the economic and social development of Barbados since the 1960s by the Economic Commission for Latin America and the Caribbean (ECLAC), indicates that among the factors that contributed to the success of Barbados was the good management of the country by well-trained economic and social technicians and administrators with the technicians and administrators in government focusing on sound economic management and development planning. With such a solid foundation having been laid by our public officers, I have no doubt that Barbados can attain first world status in the near future.

As we continue to celebrate the fiftieth year of our independence, I urge all Barbadians, at home and abroad, to reflect on our achievements to date and to honour those who helped to build this great nation of Barbados.

As we celebrate our 50th anniversary, I wish to reiterate that Barbados as a nation needs to reflect on those features of Barbadian life which we have lost and need to reclaim, to look inward to see those features we need to urgently discard, and to hold on to those which we have not lost, and need at all cost to retain.

This publication, in my view, assists us in reflecting on one of those features that we need to hold on to as a nation, a well disciplined and committed public service. As a publication by public servants primarily for public servants, you are indeed well positioned to challenge officers to maintain the integrity of the Public Service and adopt any changes required to keep us relevant in this 21st Century.



**Freundel J. Stuart**

Prime Minister





# Message From

**MR. CHARLEY BROWNE**

**DIRECTOR, OFFICE OF PUBLIC SECTOR REFORM**

## *Let's Celebrate!*

This commemorative edition of the Challenge to Change Magazine serves to celebrate Barbados' 50th Independence Anniversary by recognising fifty (50) former public officers who have contributed significantly to the achievement of this anniversary and the development of Barbados.

In our celebration we must reflect on how far we have come and what we have achieved, but we must also ponder on where we are going and how we will get there. The answer I say is reflected within these pages.

I would like to thank the members of the Evaluation Committee chaired by Sir Allan Fields for selecting the awardees, the members of the Steering Committee who managed this entire initiative as well as all those agencies that submitted nominations.

I hope you enjoy and treasure this publication produced by the Office of Public Sector Reform.

A handwritten signature in yellow ink, appearing to be 'Charley Browne', written in a cursive style.

**Charley Browne**  
Director (ag)



THE LIST OF  
*Awardees*



**Cedric Archer**

**Keith Barrow**

**Hinkitch Irvin Bell, *SCM.***

**John Benjamin Blackman, *SCM.***

**Sir Frank Blackman, *KA, KCVO, OBE***

**Evan Erwin Brathwaite, *BSM.***

**Sir Carlisle Burton, *Kt. Bachelor, OBE.***

**Dr. George Callender, *SCM.***

**Pat Callender**

**Branston Collymore, *GCM.***

**Horatio Cooke**

**Orville Durant, *GCM., LVO.***

**Sir Stephen Emtage, *KA., GCM.***

**Livingstone Eversley, *BSM.***

**Dr. Elizabeth Ferdinand, *SCM.***

**Hallam Fields**

**Veltene Carmeta Fraser, *BSS.***

**Avril Gollop, *GCM., MVO.***

**Wendy Griffith-Watson**

**Ronald Hewitt**

**Courtland Holder**

**Margaret Cecile Hope, *SCM.***

**The Hon. Oliver Jackman, *CHB.***

**Kenric Jordan, *SCM.***

**Wendell Kellman**

**Ronald Glyne King**

**William Layne**

**Brigadier Rudyard Lewis, *GCM., CVO.***

**Sir Lawrence Vernon Harcourt Lewis, *KCMG., GCM.***

**Edla Lowe**

**Dr. Maureen Lucas**

**Lionel Moe**

**Patricia Nehaul, *BSS.***

**Dr. The Hon. Leonard Nurse, *CHB., BCH.***

**Clyde Outram**

**Fitzgerald Parris, *GCM.***

**Dame Elsie Payne, *DA.***

**Michael Philip**

**Desmond Alim Abdul Sabir**

**Cynthia Saunders**

**Lincoln Scantlebury**

**Carston Simmons**

**Grantley Smith**

**Selwyn Smith**

**Talcie Ezette Springer**

**Dame Patricia Symmonds, *DBE., GCM.***

**Judy Thomas, *BSS.***

**Gordon Walters, *CBE., BCH.***

**Vernon Watson, *OBE.***

**Hildegard Weekes, *BSS.***





## CEDRIC ARCHER

ARCHITECT OF OUR 'BUILT ROAD' ENVIRONMENT.

Cedric Archer, as Chief Technical Officer (CTO) of the Ministry of Transport and Works (MTW), oversaw the “building out” of Barbados’ modern road network from villages to towns and a city. This he accomplished by his ability to give life to a vision of creating a safe and operational system that handled a rapid expansion of vehicular traffic. He led his team with distinction.

Archer had the foresight to recognise that traffic management was a critical issue in our road development and set about creating a traffic section to manage the “built road” environment from the early 1980s, rather than having only a road engineering section. This vision has redounded to a safer road reality in Barbados, as fatalities have consistently remained below 35 since the late 1970s.

Archer’s role as CTO was not limited to road development. Under his leadership, MTW also undertook the upgrading and management of building accommodation for all public offices including Parliament and Government Headquarters. His accomplishments also included the complete rebuilding of Ilaro Court, and the Lloyd Erskine Sandiford Conference Centre.



## KEITH BARROW

HE DEVOTED HIS SKILLS AND KNOWLEDGE TO THE DEVELOPMENT OF THE GRANTLEY ADAMS INTERNATIONAL AIRPORT (GAIA).

Keith Barrow has served GAIA as Project Manager and Chief Engineer, but in whatever role he played, he was always fully committed to the project.

When the first Airport Expansion Project was conceptualised in the early 1970s, Mr. Barrow was appointed to the post of Project Manager. That project was completed in 1979 with the opening of a new Arrival and Departure Terminal Building, the addition of aircraft parking positions and taxiways, extension of the runway and other infrastructural works.

His devotion to the project resulted in him being at the airport practically every night, ensuring that the runway and other pavement areas were either rebuilt or repaved in a satisfactory manner and under international specified regulations. He expended much time, effort and energy in helping to create a modern airport terminal and facilities which is lauded as the best in the Caribbean. This was done without any cost overruns.





## HINKITCH IRVIN BELL, SCM.

HIS GOAL WAS TO IMPROVE PUBLIC HEALTH CONDITIONS ACROSS THE ISLAND.

**H**inkitch Irvin Bell was instrumental in the education of Public Health Officers in Barbados and the region, as Coordinator of the Public Health Inspectors' Training program at the Barbados Community College, Health Sciences Division, a position he held from 1974 until 1989.

Bell, an early pioneer in Public Health, always sought to share his public health knowledge informally with his colleagues. However, later in his career he was able to introduce a formal structure to the public health inspectorate. By 1972 Bell was appointed as an examiner of the Royal Society for the Promotion of Health formerly the Royal Sanitary Institute.

Hinkitch was intimately involved in the development of his fellow Public Health Inspectors and his effort with regard to training certainly accelerated the competencies, knowledge and skills among this body of professionals within the Ministry of Health.

Hinkitch Irvin Bell was the first Public Health Inspector in Barbados to receive National Honors for his contribution to Public Health in the region.



## JOHN BENJAMIN BLACKMAN, SCM.

HE SET THE STANDARD BY WHICH DEIGHTON GRIFFITH SECONDARY SCHOOL WAS ESTABLISHED.

**J**ohn Blackman entered the Teaching Service in 1962 and during his thirty-four years of service he served at eight schools across the island, reaching the pinnacle of his career in 1992 when he was appointed the first Principal of Deighton Griffith Secondary School.

It was at the Deighton Griffith School that he distinguished himself as a competent leader and administrator. His ability to quickly transform a student body of 600 students drawn from 25 schools, and 34 teachers from 23 schools into a homogeneous unit which functioned harmoniously was indeed an accomplishment.

Mr. Blackman had zero tolerance for indiscipline, choosing the school motto "Disciplina ad bonam vitam necessaria." "Discipline is necessary for a good life." The school quickly became synonymous with high standards of discipline. Consequently, parents and guardians rate the Deighton Griffith Secondary highly in their choices at the Common Entrance Examination stage.

He was President of the Barbados Secondary Teachers' Union (BSTU) and the Co-ordinator of the first Teachers' Professional Day in Barbados.





**SIR FRANK BLACKMAN, KA, KCVO, OBE**

CABINET SECRETARY, HEAD OF THE PUBLIC SERVICE AND OMBUDSMAN.

**F**rank Blackman epitomises integrity, confidentiality and discretion. On the birth of the new nation, there was no one better to serve the newly independent country than a man who was accustomed to the standards of Colonial administration. The pre-Independent Barbados government comprised of the Governor and the Executive Committee. Mr. Blackman was Clerk to this Committee. In the new form of Government, the Executive Committee was replaced by Cabinet which was led by a Prime Minister. Sir Frank's role thus changed from Clerk to Cabinet Secretary - a position he served honourably.

He was a very meticulous man who ensured that the preparation of Cabinet Papers was of a standard that would continue to reflect the government's record accurately. Sir Frank did not suffer fools gladly, and when required, did not fail to return any Cabinet Paper that had not been adequately prepared insofar as proper processes or completion of protocols were concerned. He took great pains to ensure that the Civil Service, and Government agencies, continued to meet the highest standard possible.

No one, absolutely no one, understood protocol better than Sir Frank and as a consequence he had the responsibility to coordinate Official and State funerals, along with being Barbados' liaison with Buckingham Palace with regard to Royal visits. He undertook these tasks with the decorum of a statesman.

Later, Sir Frank became Barbados' first Ombudsman with the establishment of the Office of the Ombudsman in 1987.



**THE NATIONAL PLEDGE**

*I pledge allegiance to my country Barbados and to my flag,  
To uphold and defend their honour,  
And by my living to do credit  
To my nation wherever I go.*





**EVAN ERWIN BRATHWAITE, BSM.**

A PASSION FOR TEACHING AND MUSIC.

**M**r. Brathwaite was the ‘Man of the Moment’ when he was appointed as the first male Principal of the Alexandra Secondary School in 1994.

He taught at many educational institutions but it was as the Principal of the Alexandra Secondary School and the ushering in of the Education Sector Enhancement Programme (Edutech) that he made his mark, since the Alexandra School was chosen to be one of the pilot schools in the programme. His training greatly assisted in the school being fully able to benefit from all aspects of the programme.

If education was his love, then music was his passion. Brathwaite’s passion for music was known in many churches and choir circles, directing and assisting choirs. He taught music in schools as well as privately. He has made a commendable contribution to the development of musical talents among both the youth and adults in the island.



**SIR CARLISLE BURTON, KT. BACHELOR, OBE.**

A MAN WHO SET THE STANDARDS.

**B**lessed with exceptional scholastic ability, Sir Carlisle was an outstanding career civil servant who made it his priority to establish standards in the post-colonial public service.

Sir Carlisle was an administrator with the creative and administrative intellect to lead a fledgling indigenous public service. The challenge, he said, “was to set a standard that created a well-trained bureaucracy that was professional and competent.” This vision was instrumental in the establishment of the Caribbean Centre for Development Administration (CARICAD) with which he assisted. In his capacity as Head of the Civil Service and after retirement, as Chairman of the Public Service Commission, his focus was always to build good governance towards an efficient and professional public service.

Sir Carlisle was also a key figure in the formation of the Government Printing Department, the Central Emergency Relief Organisation (CERO), and the Barbados Association of Retired Persons (BARP). He also served on the boards of the University of the West Indies, Cave Hill Campus and the Barbados Cricket Association (BCA).





## DR. GEORGE CALLENDER, SCM.

THE EDUCATOR.

**D**r. George Callender was a highly dedicated and committed person who performed beyond the call of duty. His career as an educator spans four decades reaching its pinnacle as Principal of the Samuel Jackman Prescod Polytechnic (SJPP).

As Principal of the SJPP, he developed several Memoranda of Understanding with Universities and Colleges through which many students and staff were able to further their studies at various levels.

Additionally, he developed several programmes for vocational teachers including a BSc. for teachers of vocational education.

Dr. Callender was the first Barbadian teacher to introduce coffin building, boat building, small engine repairs, upholstery and plumbing in a secondary school in Barbados and to enter female students who were successful in both woodwork and metalwork at CXC level.

His outstanding achievements at the SJPP included the introduction of new programmes and creating a new mode of skill delivery through the Open and Flexible Learning Centre.



## PAT CALLENDER

HIS IMAGINATION FINANCED AN AIRPORT.

**P**at Callender was not only a dedicated employee who was instrumental in seeing Seawell Airport transition to Grantley Adams International Airport, he was also a creative and innovative manager who sought to get the best for employees. He worked tirelessly with the Canadian Government and the Canadian Airports Projects to ensure the smooth construction and financing of the airport project in 1979.

Mr. Callender conceived several ideas and was instrumental in bringing them to fruition. These included securing specialised equipment such as the Jaws of Life which was first introduced at the Airport. He introduced a terminal charge which required the airlines to pay a fee for using the airport, securing an agreement with the oil companies that the airport be paid an agreed percentage of the cost of every gallon of fuel sold to an airline and introducing the Security Screening System (pass system). Mr. Callender also secured funding for all firemen attached to the Grantley Adams International Airport to receive training in Canada.





## BRANSTON COLLYMORE, GCM.

COLLYMORE LED BY EXAMPLE.

**H**e was known as an officer that was well prepared and organised for the delivery of public service, a creative leader with exceptional organisational skills who led by example.

He started his career as a Long Grade Clerk in the Currency Department in 1949. However, Collymore's ability and initiative were clearly evident as he was one of the first local officers to become Assistant Secretary, moving swiftly to Senior Assistant Secretary, with limited support staff, he drafted the General Orders for the Public Service as a replacement for the outdated Colonial Regulations. Branston was the first native Barbadian to review and revise salaries and wages for the Public Service. Thereafter, there was no stopping Collymore, who would go on to become the Head of the Civil Service.

Collymore did not believe in telling ministers what they wanted to hear but gave good honest advice. His contribution to the Public Service was unsurpassed in terms of professionalism, dedication, and sometimes sacrificial service.

In 1999 he was appointed to serve in the Senate and he did so with distinction, earning the respect of all sides of the political divide.



## HORATIO COOKE

COMMITMENT TO DUTY AND TO SERVICE.

**I**n 1954, when jobs were few, Mr. Horatio Cooke was able to obtain a job as a relief Teacher at the Mount Tabor Primary School. He then went on to work as a Clerical Officer in the Accountant General's Office in 1955 and moved up to the level of Accountant. In 1969 he was appointed Secretary/Accountant, Secretary/Financial Controller and then Deputy Treasurer at the Barbados Development Bank. His last stint was at the Agricultural Division of the Bank where he held the post of General Manager until his passing.

Mr. Cooke was committed to duty and service. He possessed a winsome personality, was a team player and was able to work with persons both in the public service and community groups to ensure that the objectives were realised. He was one of Barbados' most popular public servants and was known as "Son" to many. As a dedicated member of the National Union of Public Workers (NUPW) he held the position of Chairman, Treasurer and President and defended his colleagues with vigour.

In recognition of his contribution to the Union, the NUPW's Auditorium now bears his name.





## ORVILLE DURANT, GCM., IVO.

HE SERVED, REASSURED AND PROTECTED.

Orville Durant served as Commissioner of the Royal Barbados Police Force for thirteen years. During his tenure, he developed a Police Force that would grow in its professional capacity.

This he achieved primarily by the introduction of a new promotional method that emphasised greater transparency and reduced subjectivity, partnered with an innovative evaluation tool that developed and strengthened officers' skills. But, above all the Commissioner sought and achieved a greater level of continuous training and development for officers, thereby strengthened the force. Additionally, he oversaw the transition of civilians taking over non-policing duties allowing police officers to focus on full-time law and order and crime prevention functions.

This Commissioner vigorously pursued crime prevention and actively sought to build closer ties with PTAs, social clubs and other community groups. With the establishment of a Crime Prevention Board, he was able to oversee the introduction of Neighbourhood Watch Schemes, reinforce and expand the Resident Beat Officer programme, introduce Police outposts, establish the Juvenile Liaison Scheme, and reactivate the Police Boys and Girls Clubs.



## SIR STEPHEN EMTAGE, KA., GCM.

A LEADER WHO ASSISTED IN ESTABLISHING BARBADOS' PRESENCE ON THE WORLD FINANCIAL STAGE.

Sir Stephen Emtage entered the Public Service as an Administrative Assistant when Barbados was under colonial governance. However, by 1972 after successive promotions, Sir Stephen earned his place as Director of Finance and Planning overseeing the management of both the Ministry of Finance and the Ministry of Economic Affairs.

As Director of Finance and Planning, Sir Stephen represented Barbados as Alternate Governor in the international arena at the World Bank, the International Monetary Fund (IMF), and the Inter-American Development Bank (IADB).

Regionally, Sir Stephen was intimately involved in the birth of two institutions, one regional and the other national. These were the Caribbean Development Bank (CDB) and the Central Bank of Barbados, of which he was an ex officio Director of both.

On retirement, Sir Stephen joined the private sector at Life of Barbados Insurance Company and retired as its Deputy CEO.





## LIVINGSTON EVERSLEY, BSM.

SHARING, INSIGHTFUL, METICULOUS.

Livingston Eversley was known for the meticulous way in which he perused murder files; he never gave up looking for every single detail. This caused him to spend many a long hour at work always trying to break the case. He was not a shirker and was known for his punctuality.

He shared his vast knowledge of policing and policing procedures by conducting lectures to small groups at roll call and large audiences at the Regional Police Training Centre.

As Assistant Commissioner of Police(ag), he was a member of the Senior Command Team, where he assisted in making policy decisions and charting the strategic direction of the Police Force. This never however, dulled his passion for the welfare of his fellow Police officers.

Eversley received several commendation certificates for his role in investigating criminal matters.

Mr. Eversley died in office at the age of fifty-eight (58) years.



## DR ELIZABETH FERDINAND, SCM.

SHE PLANNED FOR THE PREVENTABLE AND THE UNFORESEEN.

Dr Elizabeth Ferdinand is a Caribbean woman who was born in Guyana, studied in Jamaica and the United States and worked in Barbados in the Ministry of Health for forty years. During her tenure, she contributed to the enhancement of the national and international immunisation programmes.

Dr Ferdinand committed over thirty years of her life to the Expanded Programme of Immunisation and reaped the reward of many successful campaigns waged against vaccine preventable diseases. Her dedication to the immunisation programme in particular has made Barbados a country where vaccine preventable diseases are a thing of the past.

Dr Ferdinand's focus over the years was not limited to immunisation. She was also Barbados' Health Disaster Coordinator for over 20 years and was instrumental in developing the Health Sector Disaster Management Plan. In addition, Ferdinand was responsible for coordinating a course in Mass Casualty Management for health professionals. Throughout those years, she worked closely with the Department of Emergency Management, formerly CERO to prepare for the unforeseen.





## HALLAM FIELDS

HALLAM FIELDS WAS KNOWN FOR HIS HANDS-ON APPROACH TO MANAGEMENT.

**H**allam Fields proved that he was a man of many talents who distinguished himself in several areas. He had a desire to constantly improve himself and emerged as one of the most knowledgeable persons on public transportation in Barbados.

Fields guided the Transport Board through what was undoubtedly one of the most turbulent times in its history. As General Manager, he had to oversee and manage an agency at a time when the subsidy from government was almost cut by half. He sought to still meet the objective of providing quality transportation services to the public, by regrading and restructuring operations, by introducing the single operator bus system and working with the workers' representatives to create a new model in transportation workshops.

He worked long hours to guide the management of the Board through this transition period, developing new operational policies, procedures and programmes.



## VELTENE CARMETA FRASER, BSS.

A WOMAN WITH A MESSAGE!

**C**armeta Fraser had a vision of a self-sufficient Barbados that “eats what it grows and grows what it eats.” She worked assiduously to reinforce the benefits of growing and preparing our own food and ensuring that “food comes first.”

Mrs. Fraser was a diligent advocate for new technologies that would improve local food production, understanding that this would make food affordable and accessible. She also sought to educate Barbadians in the art of food preservation and food processing.

Carmeta Fraser was also instrumental in the establishment of the Food Promotion Unit at the Barbados Agricultural Development and Marketing Corporation (BADMC) and gave encouragement and guidance to many persons in communities in establishing their own businesses, thereby creating many an entrepreneur.

Mrs. Fraser, as Food Promotion and Development Specialist at the BADMC gave her unwavering support to assisting in many agricultural programmes, particularly among the youth through the 4H programme. She was gifted in fostering co-operation in agricultural development between the public and private sectors, and liaised with supermarkets and farmers ensuring that Barbadians had easy access to local produce.





## **AVRIL GOLLOP, GCM., MVO.**

SHE BROKE THE GLASS CEILING.

The first female to be appointed Cabinet Secretary and Head of the Civil Service of Barbados was Mrs. Avril Gollop. She truly broke the glass ceiling.

Her exceptional organizational and time management skills allowed her to manage the dual roles of Cabinet Secretary and Head of the Civil Service with distinction. She also chaired the Committee of Permanent Secretaries. As Head of the Civil Service, she was confidante and advisor to many.

As a member and deputy Chair of the Board of Directors of the Commonwealth Association for Public Administration and Management (CAPAM), she worked tirelessly to improve the world's view about public service managers, public administration and management to promote good governance, especially through citizen-centered service delivery.

Mrs. Gollop's strength of character, intellect, commitment to duty, unswerving loyalty and steadfast commitment to the truth and doing things the right way are her hallmarks.



## **WENDY GRIFFITH-WATSON**

FROM EDUCATOR TO CHIEF EDUCATION OFFICER.

A former Teacher and Principal, Wendy Griffith-Watson became the first female to hold the position of Chief Education Officer (CEO). With her experience as Deputy Chief Education Officer in the Planning and Development Section, Mrs. Griffith-Watson obtained a vast knowledge of the entire education system and experienced significant professional growth, which enabled her to offer informed meaningful advice to her superiors and colleagues.

Mrs. Griffith-Watson admits that her most satisfying achievements were centred on two key innovative programmes which were intended to benefit teachers and students as they engaged each other in the classroom. The first, Teacher Evaluation was designed to deal with serious concerns raised by teachers about negative classroom practices. To address these concerns, a Teacher Evaluation Unit was established in the Ministry to provide oversight of the evaluation process.

The second is Curriculum 2000; it entailed the examination of curricula across the Commonwealth, the USA and other Caribbean countries to utilize varied types of technology to enhance teaching and learning.





## RONALD HEWITT

THE OIL MAN THAT HAD A VISION.

His dedication and astute leadership and commitment to the Barbados National Oil Company Group as Finance Manager, then General Manager, are attributes of his stewardship. To him, achieving strategic goals was dependent on the development of a supportive workforce, so he maintained an open-door policy and was highly respected by staff.

During the early nineties, when the Government was seriously considering the divestment of its interests in Barbados National Oil Company Limited, he led a team of professionals to secure its continuity under the ownership of the Barbados Government which resounded positively for the country.

Through his vision, the Company now boasts ownership of a state-of-the-art petroleum terminal at Fairy Valley, Christ Church, following the closure of the Mobil Refinery. Following this acquisition, the Group effectively assumed responsibility for the supply of diesel, gasoline and fuel oil to the country. This model agreement is evidence that the public and private sectors can collaborate successfully for the benefit of the country.



## COURTLAND HOLDER

HE UNDERSTOOD THE IMPORTANCE OF THE LIFELINE.

Courtland Holder was a man that understood the importance of the National Insurance Scheme (NIS) to those who depended on it the most. And as such, he was instrumental in the changing of the National Insurance legislation to assist the most vulnerable. He reformed the measurement for the calculation of sickness benefits and ensured that there was equity in the formula derived for the unemployed, whether weekly or monthly. In addition, maternity grants were introduced enabling unmarried mothers to qualify for benefits.

Holder was a fair, honest, knowledgeable and hardworking officer, who had an excellent grasp of the National Insurance Social Security Regulations. This did not change on retirement.

After his retirement as Deputy Director, he was often called on to assist in interpreting and explaining policy and legislation. He also assisted with decision making and headed the Committee appointed to make the amendments to the NIS legislation.





## MARGARET CECILE HOPE, SCM.

AN AVID WRITER AND FILM PRODUCER RISES TO CHIEF INFORMATION OFFICER.

Margaret Hope always had a penchant for writing. After enjoying stints as News Editor and Editor in the Bahamian People's Newspaper, she joined the Barbados Government Information Service (BGIS) as an Assistant Information Officer. She was later seconded, first to the CARICOM Secretariat, then served as Public Relations Manager at the Barbados Tourism Authority.

Mrs. Hope spent a total of 31 years at the BGIS, 18 of which as Chief Information Officer(CIO), making her the longest serving CIO.

Margaret was also a former film and video documentary producer, with her most signal work being a historical film entitled, "Freedom Is."- A History of the First Free Village in Barbados at Rock Hall, St. Thomas. The premiere was attended by the President of Zambia, Dr. Kenneth Kaunda, who was visiting Barbados at the time and the then Prime Minister, J.M.G.M. "Tom" Adams.

A poet in her spare time, Mrs. Hope is the author of the poem, "To Be as Trees", published in 2011.



## THE HON. OLIVER JACKMAN, CHB.

A DISTINGUISHED DIPLOMAT, JURIST AND JOURNALIST.

In 1958 a young journalist, Oliver Jackman, known for his keen wit and formidable intellect joined the new Government Information Service as its first Information Officer and Administrator. Jackman was to later earn his regional credentials at the Federal Government of the West Indies, and international experience within the United Nations (UN).

However, on Barbados' attainment of Independence, he returned home to become one of its first cohorts of diplomats, serving first at the UN Headquarters and then rising to become head of the Foreign Service. Jackman also served at different times as Ambassador to Canada, Cuba, Haiti, the United States and Permanent Representative to the Organisation of the American States (OAS) and European Community.

In 1995 he was elected to a six-year term as a judge of the Inter-American Court of Human Rights. He also served as a member of Haiti's Truth and Justice Commission, and as a member of the Barbados Social Justice Commission and the Barbados Constitution Review Commission.





## KENRIC JORDAN, SCM.

HIS HARD WORK PAID OFF.

It was from the department of Highways and Transport that Mr. Jordan, Personnel Officer was selected to be a part of a team whose mandate was to organise the events for Barbados' 1966 Independence celebrations.

At the conclusion of a well coordinated set of events, the head of the Independence Celebration office was moved to comment on Kenric's work ethic and overall performance. He penned that he was "astounded" by Mr. Jordan's superior performance, adding that he admired his zest and zeal as

he efficiently tackled both small and large tasks. It was little wonder then that the events were deemed a resounding success.

"Buzz" as his peers called him, was loyal, showed initiative and a devotion to duty. On returning to his organisation, Kenric was promoted to the post of Senior Personnel Officer and thereafter, Senior Assistant Secretary before being appointed Chief Labour Officer, Ministry of Labour, National Insurance and Housing. This was a massive portfolio but Mr. Jordan was up to the task. Two years shy of retiring, he became the Chief Personnel Officer, Services Commission Department.

"Buzz" Jordan was the consummate professional civil servant.



## WENDELL KELLMAN

A CHIEF PERSONNEL OFFICER WHO PRACTICED WHAT HE PREACHED.

As Chief Personnel Officer, he was the chief adviser to the Public, Police and the Judicial and Legal Service Commissions on issues relating to appointments as well as disciplinary matters. To his staff at the Personnel Administration Division he was their mentor and leader.

Wendell Kellman was an inspiration, often working seven days a week.

Many followed his lead and worked extra hours to ensure that Ministries and Departments were adequately staffed and that officers were remunerated in a timely manner.

As a mentor he encouraged his team to develop themselves, thus the agency exhibited a high morale unmatched by many agencies. With Kellman's assistance, a sports club and other amenities were created to capture the camaraderie among staff.

On retirement, Kellman's vast experience and knowledge have been utilized to the benefit of multiple Human Resource associations, as well as the UWI and the Barbados Cricket Association.





## RONALD GLYNE KING

THE ENERGY PIONEER.

From a Wage Clerk to General Manager of the National Petroleum Corporation (NPC), Ronald King spent over 40 years of his life working to pioneer the use of natural gas.

As government's adviser on the development of the National Gas industry, Ronald King was actively involved in acquiring an Air Mix Plant which was used as a standby system when there was a shortage of natural gas. He worked countless additional hours to ensure the supply was safe and to a specific standard, since it was a new feature to those working with the distribution of natural gas.

With the development of the Barbados National Oil Company (BNOOC), King was instrumental in the installation of a new gas main from Woodbourne to the Grantley Adams International Airport.

As a member and Chairperson of the Gas Safety and Fire Protection Committee of the Barbados National Standards Institute (BNSI), King was able to impart safety standards in dealing with natural gas as well as preventative measures in preventing fires occurring by both workers and external customers.



## WILLIAM LAYNE

THE FACILITATOR.

Throughout William Layne's career in the public service, he saw his role as that of a facilitator. As a leader he sought to encourage and motivate his staff to empower themselves through education and training.

Layne, the facilitator, became even more apparent with each promotion; as Financial Controller, as a regulator of the insurance industry at the Office of Supervisor of Insurance, serving as Director at the National Insurance Office and as Permanent Secretary in the Ministry of Finance where he finally ended his career.

Layne was acutely aware that as a public officer it was his role to seek to meet government's objectives of creating an environment that encouraged economic activity and growth. As such, he played a pivotal role in assisting the government to fulfill these objectives when he served as a committee member in the privatization of the Insurance Corporation of Barbados Ltd. (ICBL). He was also influential in the setting up of the Financial Services Commission (FSC) and the implementation of an electronic filing system for the Inland Revenue Department.





## BRIGADIER RUDYARD LEWIS, GCM., CVO.

AN OFFICER, A GENTLEMAN, A LEADER.

Brigadier Lewis was invited by the Government of Barbados to return home from Jamaica to advise and establish the Barbados Defence Force (BDF).

He was instrumental in every facet of its development from the conceptual stage to its establishment. He worked tirelessly and resolutely, drafting the requisite legislative provisions for the good governance of the Force.

During Lewis' 21 years of service to the BDF, he was instrumental in the training and development of the Force from a fledgling cadre of former part-time soldiers to a skilled and disciplined military unit capable of fulfilling its core missions in the interest of Barbados and in support of the Regional Security System (RSS). Through his efforts and like the potter with caring and crafty hands, he moulded the lives of many young men and women who ventured voluntarily to serve Barbados through the Barbados Defence Force.

This experience made him a natural choice to have a leading role in establishing the Regional Security System as Coordinator from 1982-2003.



## SIR LAWRENCE VERNON HARCOURT LEWIS, KCMG., GCM.

A PUBLIC SERVANT, POLITICIAN, AND CABINET MINISTER.

Above all else, Sir Harcourt Lewis was known for his outstanding organisational and administrative skills, and a tireless work ethic, that he brought to all aspects of his life and almost every organisation that he was involved with.

As Permanent Secretary in the Ministry of Finance, Sir Harcourt played a pivotal role in the birth of the Insurance Corporation of Barbados (ICBL) and the Barbados National Bank (BNB). Lewis served as the first chairman in both institutions. The National Petroleum Corporation and the Financial Services Commissions were also chaired by Lewis.

After his retirement from the public service, Sir Harcourt served in various ministerial capacities in the Erskine Sandiford-led Democratic Labour Party government.

Lewis was a beacon for the development of the Trade Union and Credit Union movements and both benefitted greatly from his insight. His contribution was recognised by the Credit Union by the naming of the auditorium of the Barbados Public Workers' Co-operative Credit Union headquarters at Belmont Road in his honour.





## EDLA LOWE

THE CONSUMMATE CHIEF LABOUR OFFICER.

Edla Lowe displayed an ongoing passion for knowledge, training and personal development. Her knowledge of labour matters and her willingness to share and discuss ideas and positions contributed greatly to the development of others.

Lowe was the first officer of the Labour Department to attain promotion through the ranks to the post of Chief Labour Officer. She was known for her reliability and dependability, pursuing any matter she was dealing with to its conclusion; a matter was not concluded unless and until it was properly documented.

One of Lowes' most enduring legacies is the establishment of Employers' Seminars to educate functionaries in labour management processes on labour law and industrial relations best practices. The value of these seminars to labour management in Barbados is immeasurable; one wonders how the system functioned in the past without these. Employers accept these seminars as an essential part of the training and orientation for persons in middle management, human resources practitioners and personnel officers at various levels.



## DR. MAUREEN LUCAS

EDUCATOR AND VISIONARY LEADER.

Dr. Maureen Lucas, the first female Principal to serve at the Erdiston Teachers' Training College, was a dedicated, devoted and visionary leader. She made a significant contribution to national development through her sterling contribution to teacher training in Barbados.

As Principal, she introduced a number of programmes to assist teachers at all levels. These programmes included the Diploma in Education, the Teachers' Advanced Professional Certificate, the Early Childhood Education Certificate, the Distance Education for Industrial Arts Teachers' Certificate and the Certificate in Information Technology for Principals. She also revised the curriculum for Special Education Training for Teachers.

Dr. Lucas developed a new mandate and mission for the College and was able to introduce university level programmes at a time when Barbados was under World Bank surveillance and it was being rumored that the College would be closed. With a supportive team, she was able to revise the philosophical orientation of the College by inviting stakeholders to partner in the restructuring activities. After 68 years the Erdiston Teachers' Training College is still in existence offering several developmental programmes.





## LIONEL MOE

HE ESTABLISHED ORDER WHERE THERE WAS NONE.

**L**ionel Moe was seconded as General Manager to the Natural Gas Corporation, tasked with the huge assignment of establishing processes, policies and procedures in an agency that had none.

With his experience in finance and a strong management background, he was able to incorporate the Government Financial rules to create a new accounting system for the Corporation. This change resulted in the implementation of the IBM System36 (one of the first computerized systems in the country) and a new utility billing system. He was also instrumental in the construction of the Regulator Station at Newton, Christ Church, which regulates the high pressure of the transmission of natural gas to customers. These changes led to an increase in profit for the Corporation.

In 1986 Mr. Moe returned to the Civil Service to serve as Permanent Secretary, a post he held for 13 years until his retirement.



## PATRICIA NEHAUL, BSS.

A VERITABLE TOURISM AMBASSADOR.

**I**n 1959, Mrs. Patricia Nehaul began working as a Secretary at the Tourism Publicity Committee. This Committee was in charge of the first tourist information booth at the then Seawell Airport before it transitioned to the Barbados Tourist Board. Mrs. Nehaul developed a passion for tourism and was able to work her way up the organisation to become the first and only female to be appointed as Director of the Tourist Board.

Being knowledgeable, amiable, and carrying herself with propriety, Mrs. Nehaul committed herself to ensuring that the industry expanded by going beyond the call of duty and working sometimes fifteen hours to realise the objectives. One of her goals for Barbados Tourism Industry was to see the development of quality assurance for the accommodation sector and she directly intervened to ensure quality standards were upheld through the implementation and enforcement of her hotel inspectors' recommendations. This remains a proud part of the industry's historical achievements. She also maintained a close relationship with the hoteliers to ensure that the visitors gained a wonderful experience while on island.

Mrs. Nehaul was truly a pioneer who was committed to the development of the tourism industry.





## DR. THE HON. LEONARD NURSE, CHB., BCH.

A GUARDIAN OF THE COASTAL ZONE.

**D**r. Leonard Nurse, former Director of the Coastal Zone Management Unit, Permanent Secretary in the Ministry of Environment, and first Chairman of Barbados National Terminal Company has served Barbados in various capacities with distinction.

Dr. Nurse is regarded as a leading practitioner in coastal resources management both regionally and internationally. He has undertaken numerous consultancies in this field for regional governments, the private sector and international organisations including UNEP, UNDP, IDB, and the World Bank.

He has been a researcher with the United Nations Inter-governmental Panel on Climate Change (IPCC) since 1990, and has written and published widely on the impact of climate change on small island states. The Panel, of which he is a member, was awarded the Nobel Prize for its immense contribution to research on the science of climate change. He has also served as Vice-Chair of the Inter-Governmental Oceanographic Commission Sub-Commission for the Caribbean and Adjacent Regions (IOCARIBE). From 2002-2004, he was a member of the Scientific and Technical Advisory Panel of the Global Environmental Facility of the World Bank.



## CLYDE OUTRAM

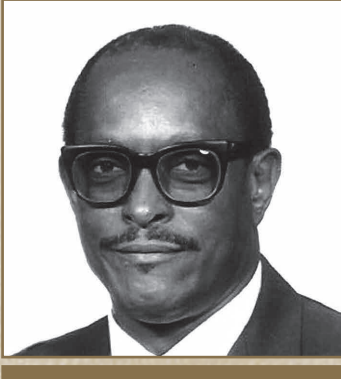
A REGIONAL LEADER IN AVIATION.

**F**or over 38 years Clyde Outram gave his best to the aviation industry; he never stopped learning and growing and was able to reach the pinnacle of his profession as Technical Director of Aviation. His hard work and dedication have contributed significantly to Barbados being called the premier Aviation Center in the Caribbean.

Outram's sterling contribution to the aviation sector earned him the utmost respect amongst his peers both locally and regionally. This was recognised with reporting points in the airspace being named after him. Throughout his years of service, Clyde Outram developed and supported programmes, plans, and policies, as well as various regulations and rules which established orders and procedures for the safe, orderly and expeditious flow of air traffic in Barbados and the region.

Although retired, Mr. Outram still continues to make a contribution to the Aviation Industry.





## FITZGERALD PARRIS, GCM.

HIS THIRST FOR KNOWLEDGE PROPELLED HIM TO THE TOP.

Fitzgerald Parris' working career and vast knowledge can be attributed to his early acknowledgement of the value of attaining knowledge through academic pursuits while garnering practical work experience. His single-minded pursuit of education saw him gaining job related qualifications which prepared him for his career and ultimately, for success.

A stoic man, Mr. Parris was not one for public displays and he spurned attention grabbing behaviours.

He started his career teaching before proceeding to the Currency Department of National Savings Bank in 1947. Not one to hoard knowledge, Mr. Parris lectured an array of students in Book-keeping. Professionally, he was moving up the ranks, becoming Senior Examiner at the Auditor General's department and soon thereafter was assigned special duties in training matters in the Chief Secretary's office. He was promoted to the post of Training Officer.

His working career and knowledge was so extensive that he acted as Hospital Director and was later promoted as Assistant Secretary in the Ministry of Communications and Works. A year later, Fitzgerald became the Chief Personnel Officer and eleven years later became Chief Establishments Officer.



## DAME ELSIE PAYNE, DA.

QUEEN'S COLLEGE MOST ILLUSTRIOUS DAUGHTER.

Dame Elsie Payne, in her tenure as Headmistress of Queen's College, raised the standards, managed change superbly and touched the lives of many with whom she came into contact. Her long association with the school began in 1936 when she entered at the age of nine. In 1946 she won a Barbados Scholarship, the first female in the history of the island to do so.

On completion of her studies, Elsie returned home and was appointed to the staff of Queen's College. After serving four years as Deputy headmistress from 1966, she was appointed Headmistress in 1970, becoming the first Barbadian to lead that institution.

Always mindful of the traditions of the school, Dame Elsie initiated the Founder's Day Service as a way of reflecting on the achievements of the past. It is still an annual event at Queen's College today.

Dame Elsie sat on several national educational boards and her contribution was acknowledged in the naming of the Elsie Payne Roundabout, as well as the complex which houses the Ministry of Education.





## MICHAEL PHILIP

THE PROTECTOR OF PLANT BIODIVERSITY.

Michael Philip was a man of keen intellect possessing an analytical mind. This he brought to his post of Senior Agricultural Officer. The idea of merging the three entities, Entomology, Plant Pathology and Plant Quarantine to work as a cohesive unit was put forward by Mr. Philip. This has served the Ministry of Agriculture, and by extension the country well, as it has enabled a more holistic approach to solving issues relating to plant pests.

Philip worked assiduously to promote plant protection in Barbados, epitomizing the adage of 'country before self', by devoting long hours in ensuring that the department met its mandate of protecting the country's plant biodiversity.

His affable personality allowed him to mix with all levels of persons making him an ideal motivator amongst the staff. He interacted with farmers and householders alike, assisting them in managing diseases that confronted them during the cultivation of their crops.

Philip played a key role in developing policy relating to Bio-safety and was instrumental in championing a National Agricultural Health and Food Control Policy.



## DESMOND ALIM ABDUL SABIR

A DEDICATED WORKER.

Desmond Sabir was always a curious man, driven by what made things work. This drove him to develop and educate himself in Transport Management, allowing him to reach the pinnacle of his career as Operations Manager at the Transport Board.

During his tenure, Mr. Sabir improved reporting standards, designed and implemented a Drivers' Defect Book and oversaw the implementation of the Electronic Ticketing System in addition to conceptualising a number of projects such as the computerisation of data collected from Waybills for analysis, the implementation of Call-A-Ride, a one-person operation for the elderly and persons with disabilities and the integration of public service vehicles and Transport Board buses to provide better service to customers.

Through Mr. Sabir's diligence and dedication to his job, the Transport Board has been able to provide a modern transport service for the citizens of Barbados.





## CYNTHIA SAUNDERS

AN OPERATIONS SPECIALIST THAT INNOVATED AND MENTORED.

Cynthia Saunders believed that “preparation was the best defence to the unexpected,” so she always prepared.

Such preparation assisted Cynthia Saunders in her role as Inspector at the Transport Board to identify possible problems and seize opportunities. She was the architect of new bus routes and the modification of existing ones. Saunders introduced the City Circle route, which is novel in its use of moving passengers around the perimeter of Bridgetown, thereby reducing the need to traverse the busy inner city area.

Saunders knew the rules and regulations of the Transport Board like the back of her hands and was never shy about sharing them with her colleagues. Saunders was a caring person who was respected and trusted by all employees in the organisation. Consequently, she was the ideal person to create the Employee Relations Programme which reaches out to the families of employees who are sick or have died under the employ of the Transport Board.

Ms. Saunders’ caring nature and vast organisational knowledge made her the ideal mentor and trainer even after retirement.



## LINCOLN SCANTLEBURY

THE PRINCIPAL LEGAL OFFICER THAT WAS SO MUCH MORE.

Lincoln Scantlebury was instrumental in implementing many procedural structures that exist today in the Legal Unit of the Ministry of Housing and Lands. He worked diligently establishing protocols for efficiency and accountability.

Scantlebury’s extraordinary ability to coordinate synergies to expedite legal matters through negotiation and compromise, saw the birth of the Standing Valuation Committee (SVC), which is still in existence today. The SVC is the recognised informal body for reaching an amicable settlement in compensation matters.

The Principal Legal Officer constantly sought to advance land acquisitions by convening meetings with key stakeholders and networking with them. This also led to him taking the initiative to convene weekly meetings which were chaired by the Senior Administrative Officer to track the progress of the land acquisitions.





## CARSTON SIMMONS

CARICAD FOUND THE RIGHT MAN.

Simmons has been lauded by the Caribbean Centre for Development Administration (CARICAD) for excellent work and for personally contributing to the success of CARICAD's programmes.

Seconded from the public service to CARICAD, Simmons had responsibility for developing case studies for CARICAD as well as training Case writers and Trainers to use the material. CARICAD had identified a need to develop local/regional case study material to support training of public servants in Barbados and the region. Carston worked assiduously on

the project, and soon became known as a distinguished Trainer and Consultant in Public Sector Reform. Under Carston's guidance a book was published entitled, *Cases in Caribbean Public Management*, CARICAD 1987.

Carston was very proud of his work and would often speak glowingly of the impact his sessions had on participants. His service to CARICAD was invaluable and his input helped to strengthen other programmes of the Centre.

Simmons was a Public Servant who worked beyond the call of duty. As a junior officer or as a Permanent Secretary he was constantly praised for his keen intellect and his excellent all-round skills



## GRANTLEY SMITH

THE PROBLEM SOLVER THAT UNIFIED AN AGENCY.

When Grantley Smith became Director of the National Insurance Office he had a clear vision for the agency. In order for that vision to be realised, however, some troubleshooting had to be embarked upon.

Grantley, always pragmatic to the task, first undertook a review of the accounting system. Under Smith's watchful eye, the accounting department was restructured and fully computerised.

Smith also recognised that some of the difficulties in the agency could be rectified if staff took ownership of their work environment. Thus, he sought the aid of managers, shop stewards, and rank and file officers to assist in problem-solving and decision making. What emerged was a modern National Insurance Office, where staff professionalism became the hallmark. Overall efficiency was achieved with the introduction of computers throughout the agency.

Grantley Smith went on to become the Director of Finance and Economic Affairs and acting Head of the Civil Service.





## SELWYN SMITH

AN EARLY CHANGE AGENT.

As Director of the Organisation and Management Division, the forerunner to the Office of Public Sector Reform, Mr. Smith and his team conducted organisational reviews to ensure that there were functional changes and improvement for State agencies and customers alike. In addition, his team was instrumental in the introduction of a common filing system service wide.

Later as Permanent Secretary of the Ministry of the Civil Service, Smith was involved in the development of the White Paper on Public Sector Reform, the Performance Review and Development System and the introduction of Strategic Planning to modernise management methods within the service. The concept of Customer Service Charters was also introduced into the service under Mr. Smith's leadership.

During his tenure as Permanent Secretary, Smith undertook negotiations for salary increases and better conditions of service for all officers, as well as managing the revision of the Public Service Qualifications Order.



## TALCIE EZETTE SPRINGER

PIONEER OF PUBLIC HEALTH NURSING.

Talcie Springer epitomised traditional Public Health Nursing at a time when infant and maternal mortality rates were high and communicable and venereal diseases were rampant.

With no health facilities in the 1950s in St. Philip except for the St. Philip's Alms House, the opening of a new health centre at Six Cross Roads was welcomed. Talcie was one of three nurses assigned to the clinic who was responsible for promoting health care and encouraging persons to use the facility. With little transportation and limited communication, these nurses walked miles to visit families and offered counselling to both young and old, whether in their homes, in shops or under trees.

In 1985, Talcie was promoted to Chief Public Health Nurse and continued to offer her expertise to persons in various health facilities. She successfully piloted Public Health Nursing Area Assignments and supported the field experience for students in the Basic Nursing Education Programme. Today, her visionary influence is still in effect as both doctors and nurses are still rotated through the polyclinics for the community experience.





## DAME PATRICIA SYMMONDS, DBE., GCM.

SHE GAVE ALL THAT SHE HAD AND MORE!

**D**ame Patricia Symmonds has left an indelible imprint on secondary education in the second half of the twentieth century; she is unquestionably one of the most successful female educators of her time, contributing to the expansion of the St. Michael School and the development of the teaching of English in Barbados and the region.

Her contribution was not limited to the administration of the St. Michael School. As a first-rate English teacher and meticulous administrator, she became a founding member and President of the Association for the Teaching of English, a post she held for 22 years. By 1984, she had extended this drive regionally to create the Caribbean Association of the Teaching of English.

She also chaired the Language Arts Curriculum Committee (1968 – 1972), served as a member of the National Curriculum Development Council, the National Scholarship Committee and CXC English sub-committees.

In 1994, Dame Patricia became a Government Senator and in 2003 was elevated to the Deputy President of the Senate.



## JUDY THOMAS, BSS.

HER SPAN OF INFLUENCE REGARDING MATTERS OF DISASTER MANAGEMENT EXTENDED FAR BEYOND THE SHORES OF BARBADOS.

**I**n April 2007, Judy Thomas skilfully transitioned the Central Emergency Relief Organisation (CERO) which she headed, into the Department of Emergency Management (DEM). DEM came with a wider mandate, not only focussing on storms and hurricanes but on all hazards, whether natural or man-made. This revolutionary change to Comprehensive Disaster Management was one advocated for by Ms. Thomas for many years.

She was a fearless leader who led by example, not only giving instructions on the various tasks, but she readily rolled up her sleeves and worked beside her subordinates. She was never dismissive of ideas which were contrary to her own but often challenged the “idea bringer” to elaborate and convince her why their idea versus another would work.

Ms. Thomas was and continues to be very highly respected among her peers in the Caribbean.





## GORDON WALTERS, CBE., BCH.

THE CONSUMMATE EDUCATOR AND COMMUNITY LEADER.

Mr. Walters taught at St. Patrick's Boys' and St. Bartholomew's Primary Schools for over twenty years. He was always a keen and thorough teacher who used a myriad of innovative methodologies to impart concepts and life skills to his charges.

Gordon's expertise took him beyond the classrooms and into Community Development. He effectively combined his teacher training, community development training and his energy and commitment to the youth, as vehicles for the discipline of community development.

As the first Chief Community Development Officer, Walters excelled. He was described as an innovator, mobiliser, motivator and a coordinator of peoples' efforts. Walters conducted training courses in 'Group formation' and 'leadership,' emphasizing continuous development of staff thereby ensuring they had the tools to function effectively. His influence was vast, creating opportunities for the youth, who later emerged as the next generation of community leaders. He was a change agent.

Walters will always be remembered for the Arts Festival of 1967, which later evolved into National Independence Festival of Creative Arts (NICFA) and the structural design for the Skills Training Programme.



## VERNON WATSON, OBE.

HE STEERED THE SHIP IN MORE WAYS THAN ONE.

Vernon Watson, served the National Cultural Foundation (NCF) to an exemplary standard as Theatre Supervisor of the Queens Park from 1984 to 2000. Nationally, he is known as Lord High Admiral Vernon Watson for his leading role in the Barbados Landship Association (BLA).

As Theatre Supervisor, he was responsible for the general management and supervision at the NCF's facilities in Queens Park. Admiral Watson approached his duties with a positive and pro-active outlook and was respected for his dependability and assertiveness. His 'can do' approach saw him tackle planned and unplanned activities effectively. On many occasions he worked extended hours to meet the needs of the Administration and the general public.

As an individual committed to cultural leadership due to his involvement in the Landship Association, the qualities of confidence, community building and assertion of identity, had meshed well with the NCF's core responsibilities. He served as the liaison between the two entities and facilitated the BLA's support for various NCF programmes.





## HILDEGARDE WEEKES, BSS.

A VISIONARY LEADER WITH A HEART OF GOLD.

**H**ildegarde Weekes was a kind-hearted gentle woman, a true humanitarian known for her compassion and commitment to the organisation and those it served. Her combined caring nature, ambition and drive made her a visionary leader.

As the first female Chief Probation Officer, Ms. Weekes introduced several initiatives that benefited the Probation Department and its clients, one of note being the introduction of case conferences with judges and magistrates in the interest of probationers. Additionally, years before community service was legislated, she informally introduced a type of community service for offenders.

Weekes also birthed the idea of a Probation Officer to provide welfare services to the inmates within the prison system. As a result, a temporary post was created. Today, Probation Officers still perform the role of 'welfare officer' within the Prison System by providing an opportunity for prisoners to liaise with their families and communities



## *Team 50:* ALL FOR ONE AND ONE FOR ALL

**C**elebrations for the 50th Anniversary of Independence are well underway, and to date, there have been numerous events and activities which were not only designed to be festive but to inspire Barbadians to reflect on their past before entering another 50 years of independence and beyond.

While the events so far have been successful, this success was not simply by chance. It was the result of the tireless efforts of the staff of the 50th Anniversary of Independence Celebrations Secretariat and their many partners. Nine dedicated officers, seconded from various governmental departments, have become a team to be reckoned with. Each one bringing their individual skills and unique qualities to the table; the amalgamation of which has morphed them into a high performance team.

Leader of this team, Permanent Secretary Gabrielle Springer, points out that the bond that exists today did not happen overnight. "It took patience, self-awareness, deep listening and empathy to get us to the





*Clockwise: Sharifa Medford (red); Gillian Applewhaite; Kayrn Waterman; Andrea Hall; Clinese Hoyte; Lt. Cdr. Fernella Cordle; Cdr. Aquinas Clarke; Permanent Secretary Gabrielle Springer*

point we are at now. Most of us did not know each other prior to coming to the Secretariat so there was an adjustment period where we got to know each other's likes, dislikes, strengths and weaknesses. Once we got over that hurdle, there was a significant change in how we operated – we were no longer an office of people, we became a team”

But with all that is going on, there is no sign of frustration or regret. Each person goes about their tasks dutifully, smiling, leaning on each other for support and anxiously ready to assist another member of the team if necessary.

The team-based approach has not only produced friendships, but has evoked a sense of trust and loyalty while motivating each member of staff to go beyond the call of duty to ensure that our island's 50th Anniversary of Independence is written on history's pages as a superbly-executed celebration of our nation's milestone.



# *Legends to Legacy*



## **The Steering Committee**

*Back row from left to right: Annette Cumberbatch; Morinda Stuart; Jennifer Best; Michelle Cheeseman  
Front row: Shelley Blades; Charley Browne (Director) and Treca Davis. Missing: Andre Skeete.*



## **The Evaluation Committee**

*From left: Dennis Clarke; Vivian-Anne Gittens; Sir Allan Fields (Chairman) and Ed Bushell.  
Missing: Lynette Holder*



# Thank You

*The Office of Public Sector Reform wishes to thank all those agencies which readily embraced this project and took the time to submit nominations and provided photographs of awardees, thereby bringing life to this worthwhile assignment. In addition, we wish to also thank family members for their support in regard to the submission of photographs.*

*Special thanks to the Evaluation and the Steering Committees for their support on this 50th Anniversary Independence keepsake magazine.*

*Lastly, a heartfelt thank you to the Awardees for giving of their time to take photographs.*

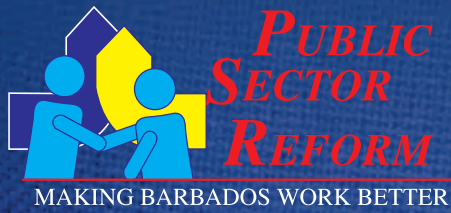
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## Awards Presentation

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- Barbados Government Information Service
- Dwight Callender & Co.
- Government Printing Department
- Hilton Barbados Resorts
- Hastings Flower Mart
- Memorable Moments by Marcia B
- Ministry of the Civil Service
- Ministry of Foreign Affairs and Foreign Trade. (Ministry of Foreign Affairs - Protocol)
- Medford Mahogany Creations
- Media Resource Centre (Ministry of Education Science Technology and Innovation)
- National Cultural Foundation
- Realistic Ideas





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