

# The BEACON

## MESSAGE FROM THE CEO

*Chief Executive Officer, Mr. Terrence Crossman*



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Mr. Terrence Crossman**

It is with great pride that I look back over 2011, a year that has seen significant progress at SCASPA. I express deep gratitude to all of you for your contribution to our success through the various roles that you played.

Much was done to enhance the image of SCASPA as we increased our visibility in the community and carried out our responsibility as a corporate citizen. For the first time, SCASPA was advertised on ZIZ Television with our first advertisement focusing on the Airport and the current one on the Seaport. We launched our **Best in Class Quiz Competitions** starting with the secondary schools in March followed by the primary schools in November. Both were highly successful and won praise from the schools and members of the community. Our profile was raised even more when we celebrated our eighteenth anniversary

in September with a month of activities.

Certainly, our many community projects are a strong demonstration that we are committed to building our Country in collaboration with volunteer organizations.

During the year, we placed keen focus on improving cargo operations and have been satisfied with the outcome. The Advantum Port Manager went live on January 1, 2011 enabling vessels and cargo arriving in our Ports to be processed electronically. How proud we were to receive our new stacker and two trucks in August! Experts have sought to place SCASPA in line with international standards for port

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|----------------------|---------------------------------------|--|
| <b>IN THIS ISSUE</b> | ✓ <i>Message from the CEO</i> Pp. 1,2 | ✓ <i>Marine Division Year in Review</i> P. 3 |
|                      | ✓ <i>Security Year in Review</i> P. 4 | ✓ <i>Allure of the Seas</i> P. 4             |
|                      | ✓ <i>Deep Focus</i> P. 5              | ✓ <i>SCASPA Staff Update</i> P. 5            |
|                      | ✓ <i>Mein Schiff 2nd visit</i> P. 6   | ✓ <i>Reactions</i> P. 7                      |
|                      | ✓ <i>Month in Photographs</i> Pp. 8,9 | ✓ <i>English Matters</i> P. 10               |

operations. At the beginning of this month, Port Services Limited took over the longshoring functions, freeing our operatives to concentrate on unstuffing containers. This new arrangement means that containers can be worked as soon as they are offloaded, resulting in a faster service for importers of commercial and personal cargo. These have allowed us to provide a more reliable and efficient service to our customers.

We continue to contribute to the growth of the cruise industry through our marketing activities and investment in maintenance of our infrastructure. The refurbishment of the bathrooms at the Port Zante Arrivals Hall as well as the repainting of the building represents our commitment to providing a welcoming experience for our cruise passengers. Recognising that cruise passenger fees account for approximately 10% of our overall revenues and 20% of our seaport revenues, we recently separated cruise and cargo operations for accounting purposes, and created a position to manage cruise operations.

Our initiatives to improve the travel experience at the Airport have been ongoing. Our most recent achievement was the inclusion of all departure fees in the airfare which is paid when the ticket is purchased. This elimination of a line at the Service Charge Window will accelerate the departure process, creating a more efficient and pleasant experience for outbound passengers.

In building a culture of excellence, we must develop a disciplined and productive workforce. I am pleased to report a significant reduction in lateness and absenteeism this year in comparison to last year, and must commend you for this improvement. However, our mere presence on the job, even if we are punctual, is not enough. Productivity is critical. We reintroduced the Performance Management System in July. Your results will be used to make decisions about promotions, transfers, a developmental plan and even deter-

mine whether you have a future at SCASPA.

Little effort was spared in ensuring that you, our hard-working and committed staff, received the rewards and recognition that you deserve. Our non-contributory enhanced medical insurance scheme was implemented this year. It not only provides you with many more benefits than the previous plan, but covers your immediate family members as well. Who can forget our month-long anniversary celebration, the highlight of 2011? How pleased I was with your enthusiastic response to the many activities that were planned in appreciation of your contribution to the development of SCASPA and the sacrifices that you made during the year. How proud you were as you stepped on stage to receive your award at the grand awards banquet. And what a party you had on the boat ride to Nevis! Yes, the Board and Management firmly believe that hard work and dedicated service must be rewarded.

With a major portion of our debt restructuring completed this year and the staff rationalisation last year, I am extremely delighted to announce that SCASPA will end the year in a profitable position. This turnaround comes after a fifteen year trend of losses. We can all be proud that SCASPA is evolving into a sustainable entity.

All things considered, 2011 has been a good year for us. It cannot be denied that great strides were made in transforming SCASPA into a profitable, customer-focused organization with a motivated and productive work force. There will be even greater achievements in the coming year. I express deep gratitude to the team of Senior Managers who has worked with me to guide SCASPA on the path of transformation that it is now heading. I express appreciation to the Board as well for its guidance and support.

I wish you and your family a happy New Year!

## *CRUISE OPERATIONS DIVISION Year in Review*

*Chief Pilot, Mr. Nigel Herbert*

The year for the Cruise Operations Division was a challenging one. Yet even with the changes, the Division still performed to the highest achievable standards.

Some of the notable highlights of 2011 were the renaming of the Marine Division to the Cruise Division -this is indeed a step in the right direction.

Also, during the year, the fenders on the cruise pier were configured to accommodate the berthing of cruise ships. Every other fender was removed and replaced with new ones. With this improvement, berthing has been made easier. This project was a success and it ended in a

record time of two weeks ahead of the proposed finished time.

Another significant moment for the Division occurred on December, 30, 2011 when we were able to safely put the world's largest cruise ship alongside our facilities. This was an enormous achievement. To prepare for the visit of the Allure of the Seas, our pilots had to travel to St. Maarten to observe the berthing the ship. The Pilots and the Marine team had to send technical information to the ship's captain and the tug team installed seven gangways to prepare for the berthing of the ship.

Many changes were made to the structure of the Division during 2011. Mr. Royden Herbet was appointed as the Chief Marine Officer for the Marine Department, Mr. Ellenston Hendricks was appointed as the Berthing Officer and Mr. Loui Hendrickson was appointed as Cruise Operations Manager.

In 2011-12 we are scheduled to receive over 600,000 passengers from major cruise lines like the Royal Caribbean/Celebrity, Princess and Carnival.

The Division looks forward to the new year, its challenges and new experiences.

### *SCASPA STAFF UPDATE During the month of December:*

#### ***We said goodbye to:***

|                        |                           |
|------------------------|---------------------------|
| <i>Paul Whyte</i>      | <i>Temporary Operator</i> |
| <i>Torquill Hanley</i> | <i>Temporary Operator</i> |
| <i>Echelle Jules</i>   | <i>Security Officer</i>   |
| <i>Kenville Boyles</i> | <i>Facility Clerk</i>     |

#### ***We appointed:***

|  |
|--|
| <i>Donervan Swanston as a Security Officer</i> |
| <i>Ashley Hazel as a Security Officer</i>      |

- *Meteorological Officer, Mr. Delver Martin, attended the 6th Annual Caribbean Comprehensive Disaster Management Conference in Trinidad during December 5-10th, 2011.*
- *Security Officer, Ms. Marilyn Cotton, attended 'Sub-Regional Preventive Security Measures Aviation Security' course during December 12th-16th, 2011.*
- *Meteorological Officer, Ms. Vincia Browne, attended the '2nd Quality Management Training Workshop on Aeronautical Meteorology' during December 5th – 9th, 2011.*

## SEA PORT OPERATIONS Year in Review

*Sea Port Manager (Ag.), Mr. Kervin Freeman*

The year 2011 was a challenging year. It called for hard work and going beyond what is required. During the year, we served a total of 1,107 cargo ships, 50 oil tankers and 4,613 containers.

Though the year was a challenging one, we experienced some impressive highlights. We received new equipment that improved the operations at the Sea Port drastically. With the acquisition of new trucks, our delivery of goods has been improved and I am proud of that.

The staff worked tirelessly and in the end everyone worked together to make business for the general public smoother and efficient. One worker in particular who

showed dedication and diligence was Mr. James Liburd. During the year I could have called on James any day at any time and he was always willing and available to help in whatever way. He never refused or excused his way out of his duties. There are of course other employees who worked hard and I commend their efforts, but Mr. Liburd stands out in my mind.

There are many changes that will take place in 2012 and I believe these changes will take SCASPA to the next level. We can look forward to a more productive year in 2012. Our department intends to improve our weak areas and offer better productivity to the general public. We intend to do our best to deliver services of a high

## ALLURE OF THE SEAS

The island of St. Kitts welcomed Royal Caribbean's Allure of the Seas -- the world's largest cruise ship on its first visit to Port Zante.

The 225,282-ton, 5,400-passenger vessel docked in Basseterre on December, 30, 2011. Local officials and entrepreneurs boarded the vessel where a plaque exchange ceremony took place. All guests were then provided with lunch and a tour.



*L-R: Minister of Tourism and International Trade, Honourable Richard Skerritt, Allure of the Seas Captain Johnny Faevelen and Prime Minister of the Federation of St. Kitts and Nevis, Honourable Dr. Denzil Douglas.*



*L-R: Allure of the Seas Captain Johnny Faevelen, Head of Corporate Affairs and Public Relations of SCASPA, Mrs. Delcia Bradley-King, and Chief Executive Officer of SCASPA, Mr. Terrence Crossman.*

## ROBERT L. BRADSHAW INTERNATIONAL AIRPORT Year in Review

Airport Manager (Ag.), Mr. Elsworth Warner

As we are at the end of the year 2011, I take this opportunity to say thanks to all staff members of SCASPA for the part played in ensuring that the operations at the Robert L. Bradshaw International Airport were secure, safe and efficient. It was never always smooth but we were able to make it through the rough times because of your contribution.

From the very start of the year we recognized the potential for challenges and therefore set ourselves to resolve and work around those challenges as the cases came along. We experienced frequent failures of the main AC system at the terminal building, frequent electrical power outages from the main electrical power plant, frequent breaking of the surface of the maneuvering area and the failure of other important pieces of equipment when they were very much needed.

The challenges of the year have given us the opportunity to learn lessons which will be used to improve systems and services for future operations. The path to improvement is an ongoing process and constantly we pursue that road.

Quite a number of operational changes have been made during the course of this year with the aim of seeing improvement. We have restriped the maneuvering and parking areas at airside, replaced the poles for the 'T' Approach to runway 07. The airport grounds are in the best shape ever experienced within the last twenty five years of the airport's operation. The fence and paths around it on the inside and outside have been properly established. New R/NAV Approach procedures have been established and commissioned for aircraft operat-

ing into St. Kitts. New ramps linking the terminal to parking areas both on the land and airside were constructed and are utilized by persons passing through the airport system. The new traffic regulations for vehicle operations landside of the terminal building have been established and are working well and no longer do we have passengers queuing at the service charge counter. That procedure came to an end on the 15<sup>th</sup>, December, 2011. There is also a new arrangement in the Immigration queuing system for passengers both at arrivals and departures and there is a change in the Customs process as it relates to arriving passengers amongst other changes for the better.

In the area of education, we have provided for our staff opportunities for training. Quite a large number of security officers of SCASPA received training in various aspects of Airport Security. Other individuals were fortunate to receive training in various areas of Air Traffic Services. We have also provided vital information to students from a number of the educational institutions that visited the Air Traffic Services on educational tours.

Though 2011 is ending, we must recognize that we would have seen about six thousand (6,000) aircraft arrivals bringing to our port approximately one hundred and twenty thousand (120, 000) passengers with no serious accident to persons or property. This is an accomplishment to be thankful for. Our aim for the upcoming year is to be far better than we have been.

May God bless us all.

# Deep *focus*



you are, and go where God wants to take you. After fishing all night and catching nothing Jesus told His disciples, 'Launch out into the deep and let down your nets for a catch.' In other words, leave the safety of the shoreline and be willing to face the fury of the storm, knowing that God is with you.

establishing a plan to reach them, and becoming accountable. It requires staying in sync with God's will, confronting your fears and discovering the rewards that lie on the other side of them. It demands looking in the mirror, and respecting or correcting what you're becoming. It calls for devoting your life to something greater than yourself, even when others don't understand. It's having an 'I will fear no evil for Thou art with me' attitude, and attempting great things for God. As you experience the New Year, stop and recall God's goodness. Check the price tag on His will for your life against what you're already paying, and compare the rewards of both. Then, 'launch out' and don't look back!

"...Launch out into the deep and let down your nets for a catch." Luke 5:4

Someone has said that mediocrity is just the best of the worst and the worst of the best. Is that what you want this year? If not, you must be willing to leave the safety of where

Helen Keller, who overcame incredible challenges, said, 'Security is a myth. The reason we don't experience it is because it doesn't exist. Avoiding danger or failure is no safer in the long run than out-right risk. Life is either a daring adventure or nothing at all.' Launching out means setting goals,

## ENGLISH MATTERS

Nonverbal communication has a huge impact on the quality of your personal and professional relationships. What you communicate through your body language and nonverbal signals affects how others see you, how well they like and respect you, and whether or not they trust you. Unfortunately, many people send confusing or negative nonverbal signals without even knowing it. When this happens, both connection and trust are damaged.

Here are some tips to improve your nonverbal communication:

1) Learn to manage stress!

Learning how to manage stress in the heat of the moment is one of the most important things you can do to improve your nonverbal communication. Stress compromises your ability to communicate. When you're stressed out, you're more likely to out, you're out,

you're more likely to misread other people, send off confusing or off-putting nonverbal signals, and lapse into unhealthy knee-jerk patterns of behavior. If you're feeling overwhelmed by stress, it's best to take a time out. Take a moment to calm down before you jump back into the conversation. Once you've regained your emotional equilibrium, you'll be better equipped to deal with the situation in a positive way.

2) Be aware of your emotions!

In order to send accurate nonverbal cues, you need to be aware of your emotions and how they influence you.

You also need to be able to recognize the emotions of others and the true feelings behind the cues they are sending. This is where emotional awareness comes in. Emotional awareness enables you to: accurately read other people, including the emotions they're feeling and the unspoken messages they're sending and respond in ways that show others that you understand, notice, and care.

As you practice these tips to improve your nonverbal communication you will experience an improvement in your relationships!

*MEIN SCHIFF 2 Visits St. Kitts!*



*Ms. Dentrechia Blanchette with Captain of the Mein Schiff 2, Mr. Kjell Holm.*

ported approximately 1700 cruise passengers on that day. A brief welcoming ceremony took place on the ship and plaques were exchanged with the ship's captain, Kjell Holm.

German's cruise ship owned by TUI Cruises, Mein Schiff 2, visited St. Kitts on December, 8, 2011.

The ship that has a capacity of 2000 passengers, transported

Present at the ceremony were representatives from the Chamber of Commerce and Industry, the Ministry of Tourism, the Royal St. Christopher and Nevis Police Force and the St. Kitts and Nevis Hotel and Tourism Association.



*Mr. Clayton Perkins with Captain of the Mein Schiff 2, Mr. Kjell Holm.*



*Mrs. Melnecia Marshall with Captain of the Mein Schiff 2, Mr. Kjell*

Local organizations that made plaque presentation were Delisle Walwyn, St. Christopher Air and Seaports Authority (SCASPA) and the St. Kitts Tourism Department.

After the ceremony, guests were given a tour of the vessel which culminated with lunch in the ship's Atlantik.



*All present at the Opening Ceremony*

*Reactions*  
*Ham and Turkey Giveaway*

During the Christmas Season, SCASPA distributed free hams and turkeys to EVERY SCASPA worker! *The Beacon* asked workers what they thought about receiving ham and turkey from the organization. Here are their responses:



***Daron DeCosta***  
***Security Officer***

“This is Great. No other business in St. Kitts would have given their staff ham and turkey. SCASPA is the best organization.”



***Askeo Williams***  
***Maintenance***

“This initiative saves you the trouble of having to go and buy ham and turkey for the holidays. Last year was a rough year and we received it and this year wasn’t as rough so I was not surprised when they gave us this year. I am thank-



***Denroy Herbert***  
***Deckhand***

“It is a good initiative. Last year I missed receiving my ham and turkey and I decided that I would not miss it this year. I hope this is a yearly thing because it is a good thing.”



# MONTH IN PHOTOGRAPHS

How did December 2011 look through the lenses of photography? Eventful! Take a look at the most interesting images captured in the month of December by the Public Relations Department!



Security Officers after receiving their ham and turkey!



Mr. Trotman receiving his ham and turkey!



.Cruise Director of the Allure of the Seas, Ken Rush, and Captain Johnny Faevelen giving remarks.



Inside the *Allure of the Seas*!



Pilot Nigel Herbert being recognized by the Minister of Tourism and International Trade, Minister Richard Skerritt.



Guests mingling on the *Allure of the Seas* before the Plaque Exchange Ceremony.



Santa Claus, Mr. Dario Isaac, with the children!



Tuffida and Dalila wrapping the gifts for the Children's Christmas Party!



Santa Claus, Mr. Dario Isaac, with the children!



Santa Claus, Mr. Dario Isaac, with the children!