



## Public Works Department

### Publication Scheme

*Produced in accordance with the Deputy Governor's Code of Practice on Publishing*

#### CONTENTS:

1. About the Publication Scheme
2. Information that may be withheld
3. Methods of access
4. Fees and charges
5. Requests for information outside the publication scheme
6. Complaints
7. Categories of information
  - About Us
  - Strategic Management
  - Finance & Administration
  - Policies & Procedures
  - Decisions & Recommendations
  - Lists & Registers
  - Our Services

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#### 1. About the Publication Scheme

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Every public authority covered by the Freedom of Information Law has a legal duty to maintain a publication scheme.

The purpose of a publication scheme is to make information readily available to the public without the need for specific written requests. Schemes are intended to encourage authorities to proactively publish information, to develop a culture of openness and participation.

The publication scheme lists the information which is readily available to the public. The list is divided into seven (7) different categories of information, to help you find the documents you are looking for.

This publication scheme commits the Public Works Department to making information available to the public as part of its normal business activities.

The Public Works Department will:

- specify the information held by the authority, which falls within the seven (7) categories below;

- proactively publish or otherwise make routinely available, information which is held by the authority and falls within the categories below;
- describe the methods by which specific information is made available, so that it can be easily identified and accessed by members of the public;
- list any fees charged for access to information described in this scheme;
- publish or otherwise make information available, in accordance with the methods and fees stated in this scheme;
- make this publication scheme available to the public;
- regularly review and update the information made available under this scheme.

## **2. Information that may be withheld**

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The Public Works Department will generally not publish:

- information in draft form;
- information that is not held by the Public Works Department, or which has been disposed of in accordance with a legally authorised disposal schedule;
- information that is not readily-available – for example: information that is contained in files that have been placed in archive storage, or is otherwise difficult to access;
- information which is exempt under the FOI Law, or otherwise protected from disclosure – for example: personal information; or commercially sensitive information. Records containing exempt matter will be published in a redacted form, where ever it is practical to do so, indicating which exemptions apply.

In maintaining this publication scheme, our aim is to be as open as possible.

However, there may be limited circumstances where information will be withheld from one of the categories of information listed in *section 7: Categories of information*.

Information will only be withheld where the FOI Law expressly permits it.

For example: where disclosure would breach the law of confidentiality, infringe personal privacy, harm the Public Works Department's (or another organisation's) commercial interests, or endanger the protection of the environment.

When ever information is withheld, we will inform you of this and explain why that information cannot be released. Even where information is withheld, it may be possible to provide a redacted copy, with the exempt matter edited out.

If you wish to complain about any information which has been withheld, please refer to *section 6: Complaints*.

## **3. Methods of access**

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Information available under our publication scheme will usually be accessible through the methods described below.

*Section 7: Categories of information* provides more details on the information available under the scheme, along with additional guidance on how the information within each category may be accessed.

*Email*

If information is listed in our publication scheme but is not published on the website, we may be able to send it to you by email. You can email us at [foi.pwd@gov.ky](mailto:foi.pwd@gov.ky) to request information. Please provide a telephone number so that we can call you to clarify details if necessary.

### Phone

Documents listed in the publication scheme can also be requested by telephone. Please call Ms. Juliette Frederick at (345)244 4834 or Ms. Yanira Dixon at (345)244-4835 to request information.

### Post

All information listed in the publication scheme will usually be available in hard copy. Requests may be addressed to:

Ms. Juliette Frederick  
Information Manager  
P.O. Box 10505  
Grand Cayman KY1-1005  
Cayman Islands

In your request, please provide your name and address, full details of the information or documents you would like to receive. You may also wish to provide a telephone number so that we can call you to clarify details if necessary. For faster processing, please also include any applicable fee. (See *section 4: Fees and charges* for further details.)

### Personal visits

In limited cases, you may be required to make an appointment to view information listed in the publication scheme. This will be clearly stated in *section 7: Categories of information*, and relevant contact details will be provided in that section.

### Advice and assistance

If you experience any difficulty identifying the information you want to access, please contact either of the below persons:

Ms. Juliette Frederick  
Tel: (345) 244-4834  
Email: [Juliette.Frederick@gov.ky](mailto:Juliette.Frederick@gov.ky)

Ms. Yanira Dixon  
Tel: (345) 244-4835  
Email: [Yanira.Dixon@gov.ky](mailto:Yanira.Dixon@gov.ky)

The Public Works Department will adhere to its obligations under section 10 of the FOI Law, and any requirements relating to disability or discrimination, when providing information in accordance with this publication scheme.

Information will be provided in the language in which it is held or in such other language that is legally required. Where the Public Works Department is legally required to translate any information, it will do so.

## **4. Fees and charges**

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The purpose of this scheme is to make the maximum amount of information readily available at minimum effort and cost to the public. The Public Works Department strives to ensure that fees and charges are clearly explained and kept to a minimum.

Information which is published online, downloaded through a website, or sent to you by email will be provided free of charge.

Fees may be charged for providing information in paper copy or on computer disc. Charges will reflect the actual costs of reproduction and postage, as described below.

#### Reproduction costs

Where fees apply, photocopied information will be charged at a standard rate of \$1.00 per page (black and white; any size) and \$1.50 per page (colour; any size).

Computer discs will be charged at a rate of \$2 per disc.

#### Postage costs

The Public Works Department will pass on to the requester the actual costs of postage or courier delivery.

Details of any individual charges which differ from the above policy are provided within *section 7: Categories of information*.

If a fee applies, you will be advised of the amount and how it has been calculated. Information will be provided when the Public Works Department has received your payment.

## **5. Requests for information outside the Publication Scheme**

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Information held by the Public Works Department that is not published under this scheme can be requested in writing, via email, fax, or by visiting the Public Works Department. Your request will be considered in accordance with the provisions of the FOI Law.

Send written requests to:

Ms. Juliette Frederick  
Information Manager  
Public Works Department  
370 North Sound Road  
P.O. Box 10505  
Grand Cayman KY1-1005  
Cayman Islands

For requests by email, please forward to [foi.pwd@gov.ky](mailto:foi.pwd@gov.ky)

All faxed requests should be sent to the attention of the Information Manager at (345) 949-7731.

## **6. Complaints**

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The Public Works Department aims to make our publication scheme easy to use, and to ensure our information is accessible to the public.

If you wish to complain about any aspect of this publication scheme, please contact Ms. Juliette Frederick at (345)244-4834 or Ms. Yanira Dixon at (345)244-4835, and we will try to resolve your complaint as quickly as possible.

Further information about our complaints procedures can be obtained from our HR Manager, Mrs. Francene Roach, at (345)244-4823 or by collection of a complaints form from our office at 370 North Sound Road, George Town, Grand Cayman.

You have legal rights to access information under this scheme, and a right to complain to the Information Commissioner if you are dissatisfied with our response.

Information Commissioner's Office,  
2<sup>nd</sup> Floor, Elizabethan Square, Building 1  
George Town, Grand Cayman

PO Box 1375  
Grand Cayman KY1-1108  
CAYMAN ISLANDS

Telephone: +1 345 747 5402  
Email: *appeals@ico.gov.ky*

## 7. Categories of information

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- About Us
- Strategic Management
- Finance & Administration
- Policies & Procedures
- Decisions & Recommendations
- Lists & Registers
- Our Services

## ABOUT US

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### **Name of public authority**

Public Works Department

### **Ministry**

District Administration, Works, Lands and Agriculture (DAWL&A)

### **Principal Officer**

Mr. J. Maxwell Jones  
Director

### **Information Manager**

Ms. Juliette Frederick  
Information Manager  
P.O. Box 10505  
Grand Cayman KY1-1005  
Cayman Islands  
Direct Line: (345)244-4834  
Main Office: (345)949-2547  
Email: *Juliette.frederick@gov.ky*  
FOI email: *foi.pwd@gov.ky*

**Information Manager - Designate**

Ms. Yanira Dixon  
Information Manager Designate  
P.O. Box 10505  
Grand Cayman KY1-1005  
Cayman Islands  
Direct Line: (345)244-4835  
Main Office: (345)949-2547  
Email: yanira.dixon@gov.ky  
FOI email: foi.pwd@gov.ky

**Organisation and functions**

The Public Works Department (PWD) is the Government’s principal advisor on matters relating to public buildings and their facilities. The department provides project management, construction management, construction activities, architectural, quantity surveying and MEP consultancy services for building related projects and also the provision of repair and maintenance services to Government properties as requested by fund-holding Client Agencies.

Services are provided using in-house professional staff, project and construction management expertise and direct labour services or by procuring private sector services, on the basis that PWD will be reimbursed for the full cost of its efforts, as aggregated from time recording and project costing systems.

P.O. Box 10505  
Grand Cayman KY1-1005  
Cayman Islands  
Tel: (345)949-2547  
Fax: (345)949-7731  
Facility Maintenance **Service Line:** (345)244-4838 or PWDHelpDesk@gov.ky  
Emergency **Hotline:** (345)916-6694  
Website: www.pwd.gov.ky

<b>Location and hours</b>	<b>Matters handled</b>
Public Works Department 370 North Sound Road George Town, Grand Cayman  <i>Regular Hours:</i> 8:30A.M. to 5:00 P.M. <i>Emergency Hours:</i> 5.00P.M. to 8.00A.M.weekdays AND 24hrs. weekends & Public Holidays	<ul style="list-style-type: none"> <li>▪ Professional and technical consulting services.</li> <li>▪ Public Construction Projects</li> <li>▪ Maintenance of Buildings</li> <li>▪ Emergency Support Services</li> </ul>

## Frequently asked questions

- **What Does PWD do?**

The Public Works Department (PWD) is responsible for the design construction and maintenance of Government facilities as well as Disaster preparedness support. Located in a complex on the North Sound Road, the department employs Engineers, Architects, Administrative and Trade staff.

- **How does one gain employment with PWD?**

Whenever a job vacancy exists, the department will post advertisements in both the local media and on the Government Intranet.

To apply for a job with the PWD you should mail, email, fax or hand deliver a complete application form and current resume to the department, by the deadline listed on the job advertisement to:

Human Resources  
Public Works Department  
370 North Sound Road  
P.O. Box 10505  
Grand Cayman KY1-1005  
Cayman Islands

Fax: (345) 949-7731  
Email: [pwdrecruitment@gov.ky](mailto:pwdrecruitment@gov.ky)

- **If I submit a resume do I still need to complete the government application form?**

Yes. The application form includes information that isn't listed on the resume.

- **Who should I contact regarding a post I have applied for?**

The Human Resources Manager or Human Resources Executive Officer at (345) 244-4823 or Email [pwdrecruitment@gov.ky](mailto:pwdrecruitment@gov.ky)

- **How can I offer consultancy/Business services to PWD?**

PWD is consistently involved in administrative or operational activities requiring the contracting of external services. When this need arises PWD will advertise its invitation of tenders via the local media and on the PWD website. These invitations will outline the process involved in making such bids.

- **Who are PWD's clients?**

PWD provides services to Ministries, Portfolios, Government Departments, Statutory Authorities, and Government owned companies, approved private sector clients and any other entity that PWD agrees to provide services to. The majority of our activities are located in Grand Cayman and occasionally in the Sister Islands.

- **Can PWD fix my roads?**

No. The construction and maintenance of roads is the responsibility of the National Roads Authority (NRA)

- **What is the difference between PWD and NRA?**

Initially the Public Works Department consisted of two divisions, namely Roads and Buildings. In July 2004 the Roads division was separated and by an act of government became an authority, now referred to as the National Roads Authority (NRA).

## **STRATEGIC MANAGEMENT**

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Administering the authority's operations at the organisational level; developing business plans and corporate policy; setting long-term goals and objectives; evaluating the agency's overall performance and progress towards established targets; managing programs to improve business processes and ensure consistent service delivery; preparing or revising laws and other regulatory instruments that affect the authority's functions and responsibilities; obtaining legal advice from external sources.

The key strategic goals and objectives for the Public Works Department

### **1. Continuous improvement in customer service (both External and Internal customers)**

- 1.1 Improve ability to gather and utilize real-time information to better advise stakeholders regarding work related matters
- 1.2 Develop content and conduct continuous and relevant customer service training
- 1.3 Develop systems to garner client feedback (these may include focus groups, surveys etc.)
- 1.4 Develop and integrate into operations, a department wide Customer Service Policy
- 1.5 Establish a Standard operating procedure for creating opportunities to delight clients and exceed their basic expectations

### **2. Improve PWD information management systems.**

- 2.1 Implement the government Enterprise Content Management (ECM) within the department
- 2.2 Develop a document issuing policy and standardize all documents, templates and forms currently in use.
- 2.3 Fully implement the government Enterprise Asset Management (EAM) within the department and use it to manage the maintenance process
- 2.4 Implement a department wide Version Control policy

### **3. Develop comprehensive succession management policies and practices.**

- 3.1 Conduct self-evaluation to determine organizational priorities
- 3.2 Develop feedback mechanisms to ensure participant involvement in planning process
- 3.3 Implement a formal Peer Mentoring programme
- 3.4 Craft business continuity plans

- 3.5 Ratify PWD succession planning framework
- 3.6 Craft individual succession plans for Key Posts (mission critical jobs)

#### **4. Improve organizational development and training.**

- 4.1 Complete the development and conduct the implementation of a PWD apprenticeship programme
- 4.2 Develop a three-year Strategic HR Plan
- 4.3 Develop a three-year Training Plan hinged against the department's Strategic HR Plan
- 4.4 Enroll staff in Technical/ Vocational certificate and degree training programmes targeting Administrative and Site-Based employees
- 4.5 Implement robust Cross-training practices
- 4.6 Implement Industrial Furlough programme
- 4.7 Complete development and implementation of stores system
- 4.8 Conduct periodic organizational reviews
- 4.9 Conduct cyclical Job Description Reviews
- 4.10 Improve HR administration management (examine online leave applications)

#### **5. Improve communication (Internal and external)**

- 5.1 Standardize Inter/Intra Departmental communication policies
- 5.2 Develop and implement a PWD Marketing and Communications strategy
- 5.3 Improve quality of management reporting to achieve increased frequency, scope, quality and timeliness and availability of reports

#### **6. Improve Accountability**

- 6.1 Improve Performance Management System (this will include activities such as setting measurable performance objectives)
- 6.2 Implement Qualitative measurement systems into the Work Order management process.
- 6.3 Hold persons accountable for poor performance

#### **7. Promote environmental stewardship and sustainability.**

- 7.1 Improve employee awareness regarding environmental sustainability
- 7.2 Implement a recycling programme within the Department
- 7.3 Enhance sustainable design and maintenance practices
- 7.4 Implement environmental stewardship policies within the department
- 7.5 Include environmental stewardship promotional items in Departments Marketing Plan

#### **8. Perform to industry standards through benchmarking (best practice).**

- 8.1 Maintain useful association memberships in order to identify appropriate benchmarks
  - 8.1.1 Research various associations proven to be useful in the industry as a team
  - 8.1.2 Effectively compile list of chosen associations to gain memberships with

- 8.1.3 The team should chose several associations that benefit all departments throughout PWD
- 8.1.4 Identify different approaches to benchmarking for PWD as a whole
- 8.1.4 Identify different approaches to benchmarking for each department
- 8.2 Implement industry best practices and systems
- 8.2.1 Compile industry data to provide best practice standards for overall PWD employees. Teams should focus on a combination of each division needs to create stages of standards for the separate departments
- 8.2.2 Create a model of best practices standards for presentation and acceptance of Strategic Team
- 8.3 Develop measures to determine if benchmarks are met (examine on the basis of time, quality & cost)
- 8.3.1 Create a matrix in which to evaluate all divisions for the level of TQC to calculate overall benchmark
- 8.3.2 Matrix should rate each division individually (per JD) and produce a combined averaged output measure
- 8.4 Seek relevant industry based recognition
- 8.4.1 Ensure employees performing to industry standards receive the recognition deserved by all
- 8.4.2 Provide system to ensure relevant industry based recognition provided
- 8.5 Conduct 40-Hour Industrial furlough
- 8.5.1 Initiate furlough plan once plan has been implemented by Team 4
- 8.5.2 Ensure all employees are informed of the program and encouraged to participate
- 8.5.3 Measure knowledge gained from the experience
- 8.5.4 Factor furlough knowledge gained into matrix for benchmarking purposes

## **9. Continuous improvement in management practices.**

- 9.1.1 Craft a technology Plan
- 9.1.2 Establish and implement a full spectrum of Policies and Procedures and conduct periodic reviews of them.
- 9.1.3 Conduct familiarization sessions on developed policies and established procedures with all staff.
- 9.1.4 Develop and implement a Fleet Management operational plan which will facilitate the maintenance and renewal of our fleet in order to support efficient delivery of client services.

## **10. Enhance employee care and recognition.**

- 10.1 Showcase team members via public communications media.
- 10.2 Obtain group benefit packages for employees from product and service suppliers
- 10.3 Support social-needs projects and establish staff volunteer programmes.
- 10.4 Revamp reward and recognition programmes
- 10.5 Implement additional staff welfare programmes

## **Governance**

- Public Accountants Law (2009 Revision) - International Public Accounting Standards
- Labour Law (2007 Revision) and Regulations
- Public Holidays Law (2007 Revision)
- Public Service Management Law (2011)
- Public Service Personnel (Regulations) (2011)
- Public Service Pensions Law (2011 Revision)
- Public Service Pensions Regulations (2011 Revision)
- Freedom of Information (General) Regulations (2008)
- Freedom of Information (Information Commissioner) Regulations (2008)
- The Freedom of Information Law, 2007 (Commencement) Order (2008)
- Electronic Transactions Law 2003 revision
- Public Management and Finance Law (2012 Revision), Financial Regulations 2010
- Workmen's Compensation Law (1996 Revision)
- Immigration Law (2011 Revision)
- Public Holidays Law (2007 Revision)
- Customs Law (2007 Revision) and Regulations; Customs Tariff (Amendment) Bill 2012
- Environmental Health Laws and Regulations
- National Archive and Public Records Law (2010 Revision)
- National Archive and Public Records (Regulations) 2007
- Chief Secretary's Code of Practice on Record Management
- Health Insurance Law (2011 Revision)
- The Development and Planning Law (2011 Revision)
- The Development and Planning (Amendment) Regulations, 2012
- The Building Code (Amendment) Regulations, 2012
- Schedule One of the Personnel Regulations: A document describing Employment Terms and Conditions (2011 Revision)

## **FINANCE & ADMINISTRATION**

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### **Financial management**

- Annual Budget
- Accounting Policies and Procedures
- Contracting Procedures
- List of current tenders, contracts or quotations; Recently-awarded contracts

### **Administration**

- Press Releases
- Job Vacancies; career opportunities
- Staff pay and grading structures
- Records Management file plan

## **POLICIES & PROCEDURES\***

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- Complaints-Handling Procedures; HR Policies and Procedures
- Finance, Stores & Fleet Policies & Procedures
- Operations and Works Policies and Procedures
- Development & Planning Policies and Procedures

- Information Management Policy; Disposal schedule (records retention policy)

\*Copies can be obtained upon request from Information Manager

## **LISTS & REGISTERS**

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- Asset Register
- FOI Disclosure Log

## **OUR SERVICES**

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### **Policy Advice**

1. Policy advice provided to the Hon. Minister & Ministry of District Administration, Works and Gender Affairs on all matters relating to buildings and other / related facilities.

### **Advice and Assistance to Government Agencies**

2. Provision of advice and assistance to:
  - a. Fund-holding Client Departments on programmes and non-project specific matters relating to buildings and their related facilities,
  - b. Government Committees and/or Boards of public or private sector organisations, when departmental staff are appointed by Government, in matters relating to buildings, their related facilities and on tendering procedures,
  - c. Statutory Authorities and Government owned companies on a reimbursable basis on project and non-project specific matters relating to buildings and their facilities.

### **Management of Building Projects**

3. Project management and consulting services for the design, construction of new buildings and renovations to existing buildings and their related facilities occupied by fund-holding Client Agencies. Services include the use, where appropriate, of a direct labour organisation and the delivery of the following activities using in-house or private sector resources, as defined in Project SLA's:
  - a. Assist Clients to create a project definition document [PDD] at outset and obtaining master plan approval for project implementation.
  - b. Project management services to ensure that projects are completed on time, within cost and to required specification,
  - c. Designs, costing and contract documentation,
  - d. Tendering and contract award processes,
  - e. Construction management and inspection services, construction and hand-over activities.

## **Maintenance of Client Facilities**

4. Maintenance of buildings and other facilities occupied by fund-holding Client Agencies in accordance with the Agency SLA and Client / Facility Manager's directions. The services cover all elements of the building and specifically agreed services to the property. Other services may be included as agreed within the framework of the Agency SLA. In the instance of rented or leased facilities, services vary to meet Client needs if not provided by the lease-holder.

The activity also involves the periodic inspection of the property, logging of service requests and issuance of work orders to execute, by in-house or private sector resources, those activities as defined in Agency SLA's.

Agencies that call in requests are responsible for the labour and material expenses incurred.