



OFFICE OF THE CONTRACTOR-GENERAL OF JAMAICA

KEY NOTE PRESENTATION BY

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'The Ideal Employee and the Ideal Employer'

Noranda Jamaica Bauxite Partners 2011 Long Service Awards

Riu Club Hotel

Ocho Rios, St. Ann

Saturday, March 5, 2011

When I was first advised a few weeks ago that Pansy [Johnson, President of Noranda Jamaica Bauxite Partners (NJBP)] had telephoned to invite me to be the Guest Speaker at tonight's NJBP's Employee Long Service Awards Ceremony, I immediately deemed it to be both an honour and an esteemed privilege to have been so considered.

As most of you know, Kaiser Aluminum, inclusive of Kaiser Jamaica Bauxite Company (KJBC), which is the foundation predecessor to Noranda Jamaica Bauxite Partners (NJBP), was my home in many respects for more than thirteen (13) years.

Indeed, Kaiser Aluminum was the place where several of my career aspirations were realized, and it was also the place where I not only learnt the value, but reaped the benefits of what one could call a win-win employer/employee relationship.

But although I was privileged to have worked at seven (7) different Kaiser plant and business unit locations in three (3) countries, I must confess to you that working at KJBC, between 1994 and 1995, when I led the implementation of the facility's ISO 9002 International Quality Certification Programme, was one of the experiences that I have come to cherish the most.

The implementation of the KJBC ISO Programme, on which many of you who are here tonight were active participants, provided me with the unique opportunity to meet and to work with virtually every KJBC employee who was engaged by the company at the time.

In interfacing with each employee about his job, what was his job, how he saw and executed his work responsibilities, and what he could do to ensure improved reliability and dependability in the proper performance of his work functions, I came to realize that the KJBC employee was an extremely unique, fascinating, resourceful and gifted Jamaican creature – someone who was deeply committed to the satisfactory discharge of his employment obligations in what was then, and still is, one of the most challenging and cutting edge work environments on the island – a work environment in which sustained reliability in all aspects of the performance of the plant's operations is absolutely critical.

It was, therefore, an absolute delight for me that KJBC was able to secure its ISO 9002 International Quality Certification in the record time of less than 14 months and, in so doing, became the first entity in the Jamaica Bauxite and Alumina Industry, and the second overall in the entire island, to be so certified.

That achievement, in particular, signaled to Kaiser Aluminum's then executive management, its stockholders and its global operating community, that the KJBC Jamaican worker was a force to be reckoned with.

Not surprisingly, therefore, Ladies and Gentlemen, it is these very qualities of the Kaiser worker of old that has brought us to this place tonight.

Why do I say this?

I say this because we are gathered here tonight to pay tribute to 97 of you who, after having worked for as many as 40 years at the old KJBC facility, have proved your worth, and your value, as outstanding and exemplary Jamaican employees.

This is particularly evidenced by the fact that you have earned the respect and recognition of three (3) of the major corporations which have been involved in the global integrated aluminum business for more than half a century – namely, Kaiser Aluminum, Century Aluminum and now Noranda Aluminum.

Many of you who are here tonight are, therefore, undoubtedly living and breathing benchmarks of what I would call the Ideal Employee – that is, the type of employee whom every employer would yearn to have.

And it is, therefore, critical, I believe, that we should take some time to examine exactly what are some of the attributes of the type of employee that I would characterize as the Ideal Employee for it is this, the Ideal Employee, that every worker should strive to become, if he or she is to get ahead in the highly competitive work environment which Jamaica is today.

I would also want to look at some of the foundation attributes that every employer should maintain, if it is desirous of attracting, and keeping, employees who are regarded as Ideal Employees.

To begin with, it is reasonable to assume that most employers who hire a new employee, would obviously hope that he has engaged someone who is a complete professional and who understands that he has entered into a strict contractual and professional commitment, with his employer, to diligently and faithfully provide a specified service in full compliance with certain expressed and implied standards.

It is also safe to assume that foremost, among the referenced standards, would be the expectation, on the part of the employer, that the employee will bring a superior work ethic to his job – that is, a work ethic which will leave no room for mediocrity or failure.

Such an employee would be expected to see the pursuit of excellence as his goal in everything that he or she has been contracted to do.

The Ideal Employee would also hopefully understand that the following attributes, among others, would be a given if he or she is to stand out, head and shoulders, over and above his fellow-employees:

1. He should be prepared to make discipline and integrity his daily signposts on the job;
2. He should be completely ethical, honest, truthful and respectful in his on-the-job dealings with his co-workers and his employer;

3. He must avoid conflicts of interest, whether perceived or real;
4. He must be dependable and trustworthy, and ensure that he discharges his responsibilities in such a way that his supervisors, and peers alike, can repose utmost confidence in him;
5. He must be loyal to his employer;
6. He must avoid gossip and acrimony and, at all times, try to exude a pleasant and harmonious disposition toward his co-workers and supervisors;
7. He should be a team player, but he must also be forthright and confident in expressing his views whenever the need arises;
8. He must always give his best and, when required, he should be flexible and be willing to go the extra mile;
9. He should quickly develop the ability to work effectively, efficiently and productively at a multiplicity of tasks;
10. He must make himself available for, and take full advantage of, on-the-job development and training opportunities.

Many of the foregoing attributes, if they are to be accepted as desirable employee attributes, will dovetail right into the Noranda Mission Statement which exhorts every employee to ***“DO The Right Things The Right Way and GET the Results”***.

The one exhortation necessarily follows naturally from the other. And for those of you who can recall the foundation elements of the ISO 9002 Quality Standard, you will see that the ISO philosophy is very much the same in that it requires you to ***“Say what you do and then Do what you say”***.

Clearly, therefore, if you work by these simple rules, you will always get it RIGHT the first time and, by that route, you will always GET the Results that your employer, Noranda, wants, expects and is entitled to get from you.

But there are always two (2) sides to every coin. Why? Because there can be no Ideal Employee without the Ideal Employer.

To put it another way, there is something which is called the *quid pro quo*. The term, which is a Latin term, simply put, means ***“something for something”***.

So the question begs itself. What type of employer is, therefore, likely to attract the Ideal Employee?

From my own personal perspective, I would characterize, as the Ideal Employer, an employer who strives to build a *best in class* organization that prides itself upon possessing the following key attributes, among others:

1. A professional work environment which will challenge the Ideal Employee and provide him with reasonable opportunities to achieve his career goals and aspirations;
2. A disciplined work environment which not only mandates, but adheres to, the highest standards of integrity, ethics, respect, fair-play, responsibility and dispute resolution in the employer's dealings with its employees and its other stakeholders;
3. A structured work environment which subscribes to, and which operates on the basis of, a clearly defined set of organizational processes, procedures, objectives and goals, as well as on the basis of prescribed individual employee work goals;
4. A pleasant and appropriately resourced work environment which is conducive to the good health, well-being and productivity of each employee;
5. Last but not least, an organization which truly values its human resources and which will adequately compensate, reward and acknowledge the work and efforts of each employee, based primarily upon the employee's individual work product, his productivity and his substantive contribution to the attainment of the overall business operating goals and objectives of the employer;

These are but the critical, base-line and indispensable attributes that every employer must strive for and, indeed, which all *best-in-class* organizations will, as a matter of course, subscribe to.

But it does not end there, because corporate employers must also come to appreciate that the bottom line, i.e. the profit line, is not, and cannot be, the only line, because there are other critical stakeholder obligations which are at play, and which must be satisfied by every employer who subscribes to the wider notion of an acceptable standard of corporate responsibility.

Indeed, to the extent that these other stakeholder obligations are ignored by an employer, that employer will do so at its peril.

In the case of Noranda Aluminum, which is currently a critical and highly valued foreign private investor in Jamaica, the administration of the operations of the old KJBC bauxite mining, railroading, drying and shipping facilities, carries with it an enormous responsibility and obligation that is owed not only to Jamaica as a country, but also to the communities which live and work within the immediate environs of the company's operations.

From the information which has been provided to me, and from what I know about the local and global bauxite mining, alumina manufacturing and aluminum smelting business, Noranda has so far lived up to the general expectations which Jamaica and the local operating communities have come to expect from it as a major player in what has been historically regarded as one of Jamaica's leading industries and foreign exchange earners.

Indeed, Noranda, which acquired Century Aluminum's interest in the old KJBC bauxite mining operations in 2009, has, in one year, returned the plant to a shipping capacity of 4.3 million tons, up from 3.1 million tons in 2009.

This could not have happened at a better time for Jamaica and its bauxite and alumina industry, for both have suffered extensively from the recent closure of two of the industry's largest facilities, the Alpart and Winalco bauxite and alumina plants.

As evidence of its commitment to securing the future viability of its business in Jamaica and, by extension, as evidence of its commitment to Jamaica, Noranda, in September 2010, also announced its plans for a further US\$150 million capital investment in NJBP over the next five (5) years

This is no small investment for any corporation, particularly one that is already pumping some US\$60 million into the economy each year, and which is currently providing 460 direct, and 300 indirect employment opportunities in Jamaica.

Noranda, although it is one of the newest entrants in Jamaica's 60 year-plus old bauxite and alumina industry, has also already demonstrated that it recognizes and accepts the obligations which it owes to its operating communities, particularly in the all important areas of education, agriculture and sports.

The Company's overtures and demonstrated commitments, in the foregoing regard, have been shared with me by Pansy, and, they are, indeed, extremely impressive and commendable.

However, it must be stated that the mining of bauxite, and the manufacture of alumina, in Jamaica, has long presented a formidable challenge for the operating companies in terms of the steps which they must take to mitigate the substantial and wide-spread impact that their mining and red-mud disposal operations, and their plant emissions, inflict upon the environment.

Right across the industry, at Alpart, Winalco, Jamalco and NJBP, it is well known, for example, that traditional bauxite mining, conveying and drying methodologies have historically produced enormous amounts of fugitive dust.

The industry's bauxite mining operations also disturb vast acreages of land, as well as settled communities, and leave behind huge holes in the landscape, all of which must be adequately reclaimed and restored to acceptable levels of appearance, productivity and use.

Much has been done by successive industry operators, over the years, to remedy these negative issues which are, to some extent, a natural feature of bauxite mining and alumina manufacturing operations in Jamaica. In particular, significant strides have been made by the companies, at great capital and operating cost, to develop and to implement new technologies and initiatives which have been geared towards mitigating the adverse environmental fall-out which has resulted from their operations.

It is also well known that the cost of the social and community based initiatives, which all of the industry's operators have undertaken, over the years, are unprecedented and unmatched, in magnitude and in penetration, in corporate Jamaica.

However, I would respectfully submit that much more can be done and should be done.

Corporate social responsibility standards, as well as the laws of Jamaica, should require that bauxite mining companies must continuously examine what else they can do, and commit adequate financial and other resources towards ensuring that their responsibilities and obligations to further minimize the impact of their operations, upon the environment, are discharged in a reasonable and timely fashion.

One area which I know is of significant and residual national concern, in the foregoing regard, is the issue of the timely reclamation and restoration of mined-out bauxite lands.

However, I have no doubt that Noranda, working in concert with the local regulatory authorities, and with the Jamaica Bauxite Institute (JBI), which continues to do its very important work under the stewardship of Mr. Parris Lyew-Ayee, will, despite the formidable challenges which the situation presents, make a substantial dent in this very critical area of the protection of Jamaica's environment.

But I must return to the intrinsic value of the employee to the success of any corporate business enterprise, and vice-versa.

No employee, no matter how well intentioned, or qualified, will get ahead unless he is prepared to become an exceptional employee – always giving of his best and always ensuring that he discharges his work obligations in a professional, productive, efficient, effective and ethical manner.

Such an employee, if he is to succeed and attain his full potential, must also find an employer who is not only profitable and competitive, but who is willing to provide him or her with that unique employment opportunity which he seeks – namely, an employment environment within which he will flourish and thrive and one that will give him the satisfaction of knowing that he has received a fair day's pay for a fair day's work.

Conversely, however, no employer can succeed or satisfactorily compete without having on board first class employees who are completely professional and ethical in their disposition and outlook, and who are committed to getting the job done, no matter what sacrifices must be made.

But as I have already indicated, to attract that type of employee, there must be certain mandatory employer offerings and provisions. The employee must be acknowledged for his worth, he must be treated fairly and with respect, and he must be competitively compensated and given the right work environment which will promote success for both himself and the employer.

In the final analysis, therefore, it is self evident that employers such as Noranda cannot succeed without first class employees such as yourselves and, conversely, employees, such as yourselves, cannot succeed unless your employer, in this case Noranda, is competitive and profitable. If either of the aforementioned criteria is not present, it simply means that the '*win-win*' environment, which both parties seek, and which both parties are entitled to have, will be little more than a fleeting illusion.

This principle also extends to third-party or external stakeholders such as the labour unions, who hold employee representational and bargaining rights, the operating communities and, of course, the Government of Jamaica, which sets the fiscal and regulatory environment in which businesses like Noranda are required by law to operate.

They, too, must also pay due regard to this simple but significant truth for, regrettably, many times, in the heat of the battle, its significance is overlooked, or underestimated, to the detriment of all concerned.

That having being said, the fact that (a) among you here tonight are 97 long-service employees who are being honoured for your faithful and diligent service to the Company (– and it would be remiss of me if I did not mention in this vein the Company's special honorees – Carver Chen, Errol Dunn and Albert Campbell – all of whom I have had the privilege and honour to have worked with), and (b) the leadership of NJBP has been entrusted by Noranda Aluminum to the strong, capable and competent hands of Pansy Johnson, is something which I believe augers decidedly well for the future prospects of yourselves, Noranda and Jamaica.

But in the final analysis, Ladies and Gentlemen, the simple fact of the matter is that tonight you have made your employers, NJBP, and its constituent partners – Noranda Aluminum and the Government of Jamaica – visibly proud.

You have also made KJBC trail-blazers of the not too distant past – such as former Kaiser Management stalwarts, Frazer Perry, Resident Manager and Carlyle Lynton, Plant Manager, both of whom are now deceased – very proud of your achievements and of your superior accomplishments.

I know that they are now beaming with pride at the legacy which they have left behind, and which you and the NJBP management team have so aptly and admirably represented here tonight.

Please accept my heart-felt congratulations for a job that you have done well and for the long service that you have rendered to your three (3) successive parent employers – Kaiser Aluminum, Century Aluminum and now Noranda Aluminum.

Continue to do well, always remembering that you have given a solemn contractual undertaking to your employer to discharge your responsibilities efficiently and effectively, and to do so at all times as the consummate professional.

For those of you who are members of the management and supervisory staff of the company, you must also remember that one of your key responsibilities is to always exude good and responsible leadership qualities.

One of the many ways in which you can accomplish this is by leading by example, and by mentoring and guiding your work colleagues who no doubt will be looking up to you for direction as to what they must do, and the values which they must inculcate, to become what I have characterized to you here tonight as the Ideal Employee.

Thank you and may God bless you all.