



**Policy Framework and Standard
Operating Procedures for the
Systematic Shutdown and
Reactivation of Barbados**

2019

FOREWORD

The Policy Framework and Standard Operating Procedures for the Systematic Shutdown and Reactivation of Barbados was initially approved by the Cabinet of Barbados on August 8, 2013. This document provides for an orderly shutdown and reactivation of the country following a severe weather, tropical storm or hurricane **WARNING** issued by the Barbados Meteorological Service, after consultation with the Department of Emergency Management and a select Committee of the National Emergency Management System (NEMS).

The **WARNING** notification is the final stage in the severe weather, tropical storm or hurricane Advisories and will be issued if an impact of any of these systems is imminent.

A Staggered Approach will be adopted to ensure a systematic closure of the non-essential agencies in the Public Sector, to be followed by the Private Sector, Non-governmental Organisations, Community-based Organisations, communities and individuals, inter alia.

An **All Clear and Reactivation Instruction** will be issued by the National Emergency Operation Centre (NEOC) when the danger has passed and the emergency and security services consider the environment safe for the citizens of Barbados.

It is imperative that all relevant personnel in your agencies are aware of this Policy and Standard Operating Procedures. Permission has been granted for you to reproduce and widely circulate this document.

We at the Department of Emergency Management hope that all segments of the population can work together to guarantee the safety and well-being of all our citizens and visitors.

A more resilient Barbados is our ultimate goal.

**The Department of Emergency Management
2019**

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6	Administrative Changes (Updating To Annex; Distribution List And EMAC Select Committee	2018
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8	Administrative Changes	September 2019

DISTRIBUTION LIST

1. Head of the Public Service
2. Cabinet Secretary, Cabinet Office
3. All Permanent Secretaries and Heads of Departments
4. Director General, Ministry of Public Service
5. Commissioner of Police, Royal Barbados Police Force
6. Director, Barbados Meteorological Services
7. Chief of Staff, Barbados Defence Force
8. Chief Technical Officer, Ministry of Transport, Works and Maintenance
9. Chief Education Officer, Ministry of Education, Technological and Vocational Training
10. Chief Medical Officer, Ministry of Health and Wellness
11. Chief Fire Officer, Barbados Fire Service
12. Chief Information Officer, Government Information Service
13. Chief Executive Officer, Grantley Adams International Airport
14. Chief Executive Officer, Barbados Port Inc.
15. Executive Director, Barbados Chamber of Commerce and Industry
16. Chief Executive Officer, FLOW
17. Managing Director, DIGICEL
18. General Manager, Barbados National Oil Company
19. Managing Director, Barbados Light and Power Co, Ltd
20. General Manager, National Petroleum Corporation
21. President, Barbados Red Cross
22. Barbados Christian Council
23. Heads of Statutory Corporations
24. Media Houses
25. Heads of Diplomatic Organisations
26. Executive Director, Caribbean Disaster Emergency Management Agency
27. Barbados Employers Confederation
28. The Barbados Workers Union
29. National Union of Public Workers
30. Barbados Private Sector Association
31. Barbados Hotel and Tourism Association
32. Barbados Manufacturers Association
33. Small Business Association
34. Airlines Association Barbados Inc.
35. Barbados Union of Teachers
36. Congress of Trade Unions and Staff Associations of Barbados

ACRONYMS

BFS	Barbados Fire Service
CDEMA	Caribbean Disaster Emergency Management Agency
DEM	Department of Emergency Management
EAS	Emergency Ambulance Service
EMAC	Emergency Management Advisory Council
GIS	Government Information Service
NEMS	National Emergency Management System
NEOC	National Emergency Operations Centre
QEH	Queen Elizabeth Hospital
RBPF	Royal Barbados Police Force
SOPs	Standard Operating Procedures
SEOC	Supplementary Emergency Operations Centre

DEFINITION OF KEY TERMS

ALL CLEAR: An official notification to the general public, given by the Minister of Home Affairs, through the National Emergency Operations Centre, that a hurricane, tropical storm or other hazard has passed and no longer poses a threat.

DISASTER: A serious disruption of the functioning of a community or a society causing widespread human, material, economic or environmental losses which exceed the ability of the affected community or society to cope using its own resources, but excluding events caused by war or military confrontation.

EMERGENCY: An emergency is the occurrence or imminent threat of a condition, incident, or event that requires immediate response actions to save lives; prevent injuries; protect property, public health, the environment, and public safety; or to lessen or avert the threat of a disaster.

ESSENTIAL SERVICES: This is all emergency services and any other department, Ministry or nongovernmental agency that have critical functions in times of mobilisation in response to an imminent emergency or disaster.

NATIONAL EMERGENCY MANAGEMENT SYSTEM: A broad-based, multi-sector, stakeholder mechanism coordinated by the DEM. The NEMS is made up of the The Emergency Management Advisory Council (EMAC); EMAC Standing Committees; National Emergency Services; Volunteers; Regional & International Partners and the Private Sector.

NATIONAL EMERGENCY OPERATIONS CENTRE: The central organising focal point for the management of all emergencies and disasters in Barbados, which demand a coordinated interagency response.

NATIONAL SHUTDOWN ADMINISTRATIVE INSTRUCTION: The closure of non-essential services and restriction of continuity of business operations due to a pending threat, impact or damage across the Barbados.

OPERATIONAL ALL CLEAR: An official notification to the first responders, emanating from the National Emergency Operations Centre, that a hurricane, tropical storm or other hazard has passed, or no longer poses a threat. An assessment can now commence. This is not an ALL CLEAR for the general public and is not issued to the general public.

SUPPLEMENTARY EMERGENCY OPERATIONS CENTRE: Sector specific and/ or community-based organising focal points for the management of emergencies and disasters in a specific sector or community. Information from these SEOCs is transmitted to the NEOC.

POLICY FRAMEWORK AND STANDARD OPERATING PROCEDURES FOR THE SYSTEMATIC NATIONAL SHUTDOWN AND REACTIVATION OF BARBADOS

1.0 INTRODUCTION

The Department of Emergency Management has been mandated by the Government of Barbados to prepare the country to respond to and recover from natural or man-made hazards which threaten or occur in Barbados.

This document outlines the Policy and Standard Operating Procedures to be followed in the event that Barbados is under **WARNING and ALL CLEAR** conditions, including those influenced by the threat or passage of severe weather, tropical storm or hurricane. These Standard Operating Procedures will be annexed to the National Emergency Management Plan.

2.0 PURPOSE

The purpose of this document is to ensure that a systematic and orderly shutdown and reactivation of the country is undertaken when there is a national **WARNING or ALL CLEAR** issued by the Director of Meteorological Services after consultation with the Director of the Department of Emergency Management and a select Committee of the National Emergency Management System (NEMS).

3.0 OVERALL POLICY

The Government of Barbados will take appropriate action in the interest of public safety and security to ensure that the population of Barbados, critical personnel and national assets are protected from major impacts of severe weather, tropical storms and hurricanes or any other threat.

3.1 **National Shutdown Policy**

The Government of Barbados, through the Minister of Home Affairs, will issue a **National Shutdown Administrative Instruction (See Appendix B)** after a Select Committee of the Emergency Management Advisory Council (EMAC), recommends and secures the approval of a **Sub-committee of the Cabinet of Barbados** that such an **Instruction** should be issued by the Minister of Home Affairs or his designate in the interest of the country.

3.2 **National Reactivation Policy**

The Government of Barbados, through the Minister of Home Affairs, will issue a **National All Clear and Reactivation Instruction (See Appendix C)** after the Director of Meteorological Services, in consultation with the Director, National Emergency Operations Centre, issues an **Operational All Clear**. The Operational All Clear will be issued to the emergency services, security forces and front-line first-responders who are part of the National Emergency Management System. Agencies include:

- The Royal Barbados Police Force
- The Barbados Fire Service
- The Ministry of Transport, Works and Maintenance
- The Barbados Defence Force
- The Barbados Light and Power Company
- The Grantley Adams International Airport
- The Barbados Port Inc.
- Telecommunications Providers

A subsequent **All Clear and Reactivation Instruction** will be issued through the National Emergency Operations Centre by the Minister of Home Affairs, or his designate, to the general public via the mass media or through the Emergency Broadcast System with collaboration and support from the Chief Information Officer, Barbados Government Information Service.

4.0 NATIONAL SHUTDOWN STANDARD OPERATING PROCEDURES

The Director of Meteorological Services, after consultation with the Director of the Department of Emergency Management will issue a Severe Weather, Tropical Storm or Hurricane Warning for Barbados.

Standard Operating Procedures for the determination of the meteorological warnings is attached at **Appendix A**.

After the Warning has been issued, the following Standard Operating Procedures governing the National Shutdown Instruction will be followed.

Any other annexed plans or Standard Operating Procedures of the National Emergency Management Plan shall be activated as needed, based on the extent of the situation. Activation of additional plans and Standard Operating Procedures will be at the discretion of the Director of the NEOC.

5.0 CONVENING OF A SELECT COMMITTEE OF THE NATIONAL EMERGENCY MANAGEMENT SYSTEM TO CONSIDER THE ISSUE OF A POSSIBLE NATIONAL SHUTDOWN

The Minister of Home Affairs, in consultation with the Director of the Department of Emergency Management, will convene a Select Committee of the National Emergency Management System (NEMS) to include members of the Emergency Management Advisory Council (EMAC), and other relevant agencies and organisations to discuss the Warning issued by the Director of Meteorological Services, and recommend to the Cabinet of Barbados that a **National Shutdown Administrative Instruction** should be issued.

5.1 Composition of the Select Committee of the National Emergency Management System (NEMS)

The Select Committee will comprise the following individuals and agencies:

- Cabinet Secretary, Cabinet Office
- Chief Education Officer, Ministry of Education, Technological and Vocational Training
- Chairman, Barbados Private Sector Association
- Chief Executive Officer, Barbados Port Inc.
- Chief Executive Officer, Queen Elizabeth Hospital
- Chief Fire Officer, Barbados Fire Service
- Chief Information Officer, Barbados Government Information Service
- Chief Medical Officer, Ministry of Health and Wellness
- Chief of Staff, Barbados Defence Force
- Chief Technical Officer, Ministry of Transport, Works and Maintenance
- Commissioner of Police, Royal Barbados Police Force
- Head of the Public Service
- Director, Civil Aviation Department
- Director, Department of Emergency Management
- Director of Meteorological Services
- Director of Operations, Grantley Adams International Airport Inc.
- Executive Director, Caribbean Disaster Emergency Management Agency (CDEMA)
- General Secretary, Congress of Trade Unions and Staff Associations of Barbados (CTSAB)
- Permanent Secretary, Ministry of Home Affairs
- Permanent Secretary, Ministry of Foreign Affairs and Foreign Trade
- Permanent Secretary, Ministry of Tourism and International Transport

Appendix D provides the contact information for the Select Committee.

5.2 Terms of Reference of the Select Committee of the NEMS

The Terms of Reference of the Select Committee are to:

- (i) review the warning issued by the Director of Meteorological Services;
- (ii) review impact scenarios and required actions;
- (iii) consider the recommended strategies and approaches to affect a systematic and orderly shutdown of Barbados; and
- (iv) make recommendations to the Cabinet of Barbados on the nature of the national shutdown.

6.0 GENERAL GUIDELINES FOR CONSIDERATION OF NATIONAL SHUTDOWN

In discussing the National Shutdown Procedures, the following should be considered:

- Time of likely impact - *determine daylight hours available.*
- Extent of likely damage - *this will determine the urgency and priority issues.*
- Existing activity and general conditions in the country - *workday, weekend, public holiday etc.*
- Staggered approach to shut down.
- Segment of population which will be prioritised in Shutdown.
- Strategies and approaches for mass media dissemination.

7.0 GENERAL GUIDELINES FOR STAGGERED APPROACH TO NATIONAL SHUTDOWN

The approach to National Shutdown will be on a staggered basis (**See Appendix D**). This will ensure that key elements of national operations are allowed to maintain an effective level of operation for as long as possible, while at the same time facilitating the systematic closure of non-essential operations.

The Select Committee of the NEMS, other relevant agencies and organisations, may consider the following staggered approach to the National Shutdown:

- Schools and day-care centres (for both children and the elderly) should be considered as priority areas. The Ministry of Education, Technological and Vocational Training, the Child Care Board and the Ministry of Health and Wellness should therefore be included in the early notification process.
- Non-essential operations of the public service (those which do not appear in the Essential Services list below) should be considered as the second priority. This sector will close after Permanent Secretaries and Heads of Departments ensure that the plans of ministries and departments for securing public sector assets have been satisfactorily implemented.
- Non-essential operations of the Private Sector should be considered for closure along with the closure of the non-essential services. The Chairman, Barbados Private Sector Association, after consultation with relevant authorities, will request a closure of the private sector based on predetermined procedures.

Essential Services in the Public Sector

- These include the emergency services and any other department or ministry that have critical functions in times of national mobilisation in response to an imminent emergency.
- In accordance with the definition provided by the Ministry of the Civil Service in Memorandum Ref. No. 6117 Vol. II, dated February 28, 2012, these include the Department of Emergency Management, Meteorological Department, Barbados Fire Service, Royal Barbados Police Force, Barbados Defence Force, Ministry of Health and associated medical facilities, transportation network and agencies involved in telecommunication, electricity, water and natural gas and other services that are essential to life.
- Ministries and departments which are part of the **Essential Services** will shut down their operations in accordance with their Standard Operating Procedures (SOPs); for example:
 - (i) the ministry responsible for public transportation will issue a shutdown instruction for the public transport sector taking into consideration the needs of the travelling public, safety of drivers, security and safety of rolling stock;
 - (ii) Grantley Adams International Airport Inc. and the Barbados Port Inc. will order the closure of ports of entry based on pre-determined procedures;
 - (iii) the Royal Barbados Police Force will facilitate the smooth movement of traffic exiting the City of Bridgetown in accordance with the Bridgetown Traffic Management Plan.
- The Department of Emergency Management will monitor the shutdown and provide regular updates to the general public on the status of the national shutdown until the National Emergency Operation Centre is fully activated.
- The Permanent Secretary, Ministry of Home Affairs, or Director of the Department of Emergency Management will convey the recommendation of the Select Committee to the Cabinet Secretary for consideration and approval of the Cabinet.
- The Cabinet Secretary will subsequently inform the Permanent Secretary, Ministry of Home Affairs, or Director of the NEOC of Cabinet's approval and the Minister of Home Affairs, or designate, will issue the **National Shutdown Administrative Instruction** with technical support from the Chief Information Officer.
- The Cabinet Secretary will inform the Head of the Public Service of the decision to issue the National Shutdown Administrative Instruction.

- The National Shutdown Instruction will be issued **not less than eight (8) hours** before the onset of a severe weather system provided that there is early notification by the relevant authority.

Public Sector Shutdown Procedures

The Head of the Public Service will inform all Permanent Secretaries of the decision to shut down the country.

Permanent Secretaries and Heads of Departments will invoke their National Emergency Management Plans and Standing Operating Procedures which govern the orderly and systematic shutdown of their ministries and departments.

Critical agencies, including the emergency services, should determine the time of closure taking into consideration the following:

- (i) the provision of their disaster management plans;
- (ii) the security and operational procedures of their Organisation;
- (iii) the welfare of the employees and the need for them to take their domestic precautions, especially those living in remote and flood prone areas, and
- (iv) the critical service which they provide to the population.

Private Sector Shutdown Procedures

On the issue of the National Shutdown Instruction, private sector entities/companies shall close their operation taking into account the following:

- (i) the provisions of their disaster management or business continuity plans;
- (ii) the security and operational procedures of the entity/company;
- (iii) the welfare of the employees and the need for them to take their domestic precautions, especially those living in remote and flood prone areas; and
- (iv) the operators of public transportation will need to withdraw and secure their vehicles well before the impact. Consequently, staff not essential to the entity/company's disaster plans should be released early, unless private arrangements can be made by the employer for transporting staff home (door to door) safely.

Essential Services in the Private Sector

Within the context of the private sector those companies/entities which provide essential emergency services to the general public in times of emergencies include:

- Utility companies
- Supermarkets, mini-marts, shops
- Pharmacies
- General stores, including hardware stores and lumberyards
- Companies that provide public transportation
- Telecommunications providers

8.0 ALL CLEAR NOTIFICATION

The Director of Meteorological Services, after determining that the weather system: severe weather, tropical storm or hurricane is no longer a threat to Barbados, will collaborate with the Director of the NEOC¹ on the issuance of an **All Clear** for Barbados.

This will be done on a two-tiered basis: firstly, as **An Operational All Clear** to the essential services of the National Emergency Management System (NEMS) i.e. *security forces and key members of the frontline responders including:*

- The Royal Barbados Police Force
- The Barbados Fire Service
- The Ministry of Transport, Works and Maintenance
- The Barbados Defence Force
- The Barbados Light and Power Company
- The Grantley Adams International Airport
- National Petroleum Corporation
- The Barbados Port Inc.
- Telecommunications providers

Security forces, emergency services and frontline responders will be deployed to further ensure that the environment is safe for residents and visitors.

The NEOC will then issue the **All Clear** to the general public which will be transmitted from the NEOC to the mass media for public dissemination.

This announcement from the NEOC will permit the public to resume normal duties, provided that there are no other restrictions imposed by the NEOC.

¹ This collaboration is also done with the members of the NEOC

The public should not leave their homes/buildings until the **All Clear** is issued.

The **All Clear** notice to public officers to return to work during normal working hours will be issued by the National Emergency Operations Centre (NEOC) after the appropriate consultation with the Head of the Public Service and the Cabinet Secretary.

9.0 PUBLIC INFORMATION

The broadcast media (radio and television), as well as social media under the direction of the Chief Information Officer, will ensure that the **All Clear** is relayed to the public.

The Government of Barbados, through the NEOC, will make national statements on the current situation following the emergency/disaster, with support from the Chief Information Officer and if necessary, through the National Emergency Broadcast System.

10.0 ENFORCEMENT

The Royal Barbados Police Force is charged with the mandate to uphold the ‘National Shutdown Order Administrative Instruction’, when issued by the Cabinet of Barbados in accordance with the Police Act CAP 167.

Approved by the Cabinet of Barbados, 2019

APPENDIX A

POLICY AND PROCEDURES FOR ISSUANCE OF METEOROLOGICAL WARNINGS

Recommended Prognostic Guidelines for National Shutdown

HURRICANE WARNING – 36 hours or less

1. If projected path takes centre of Category 3 or higher hurricane within:
 - a) 125 miles south of Barbados or if the island falls within the area of projected hurricane force winds. **(OR)**
 - b) 80 miles north of Barbados or if the island falls within the area of projected hurricane force winds.
2. If projected path takes centre of Category 1-2 hurricane within:
 - a) 60 miles south of Barbados or if the island falls within the area of projected hurricane force winds. **(OR)**
 - b) 30 miles north of Barbados or if the island falls within the area of projected hurricane force winds.

TROPICAL STORM WARNING – 36 hours or less

3. A tropical storm warning will be issued if projected path takes the centre of tropical storm or hurricane within:
 - a) 40 miles south of Barbados or if the island falls within the area of projected tropical storm force winds. **(OR)**
 - b) 15 miles north of Barbados or if the island falls within the area of projected tropical storm force winds.

SEVERE WEATHER WARNING – 6 hours

4. A Severe Weather Warning will be issued if hazardous weather characterized by one or more of the following elements is expected to persist for more than 6 hours:
 - Strong gusty winds
 - Heavy rains
 - Moderate to strong thunderstorms
 - Widespread flooding

- Other significant related events

Intermittent bouts of these and other phenomena, lasting for less than 2 hours per event would not necessitate the implementation of a National Shutdown Administrative Order.

APPENDIX B

National Shutdown Administrative Instruction

The Minister of Home Affairs or his designate is authorized by the Cabinet of Barbados' approved **Policy Framework and Standard Operating Procedures for Systematic National Shutdown and Reactivation of Barbados** to issue the following National Shutdown Administrative Instruction.

I, as Minister of Home Affairs, having concluded all the required consultations outlined in the **Policy Framework and Standard Operating Procedures for Systematic National Shutdown and Reactivation of Barbados**, do hereby declare that from hours oram/pm Barbados will be under a National Shutdown Administrative Instruction.

This means that from, all non-emergency/essential activity in the country will be concluded and all residents will be required to remain in their homes until the official **All Clear** is given from the National Emergency Operation Centre, established under the Emergency Management Act, Cap 160A.

.....
Minister, Ministry of Home Affairs
Chairman of Emergency Management Advisory Council

Date
(d/m/y)

APPENDIX C

National All Clear and Reactivation Instruction

The Minister of Home Affairs is authorized by the Cabinet of Barbados' approved **Policy Framework and Standard Operating Procedures for Systematic National Shutdown and Reactivation of Barbados** to issue the following National All Clear and Reactivation Instruction.

I, as Minister of Home Affairs, having concluded all the required consultations outlined in the National Shutdown Policy and Standard Operating Procedures, do hereby declare that fromhours oram/pm Barbados will be under a National All Clear and Reactivation Instruction.

This means that from **An All Clear and Reactivation Instruction** has been issued by the National Emergency Operation Centre authorizing the reactivation of the country. All residents of Barbados are thereby permitted to leave their homes and as far as possible resume normal activity.

Further precautionary instructions will be issued by the NEOC as the situation warrants.

.....
Minister, Ministry of Home Affairs
Chairman of Emergency Management Advisory Council

Date.....
(d/m/y)

APPENDIX D

Shutdown Schedule for Tropical Storms/ Hurricanes

TIME	ACTION
36 - 48 hours prior to the expected hazard impact	<input type="checkbox"/> Visitors including foreign students are given information and can leave the island (subject to flight availability) <input type="checkbox"/> Activate Plans and SOPs if haven't done so before.
24 hours prior to the expected hazard impact	<input type="checkbox"/> All Educational Institutions: Schools, Pre Schools, Day Care Centres, Community College etc. have shut down. <input type="checkbox"/> Visitors will be given the final opportunity to leave the island. Pending flight and airport operations.
10 to 8 hours prior to the expected hazard impact	<input type="checkbox"/> The non-essential services personnel of the Public and Private Sectors must shut down. <input type="checkbox"/> Non-essential persons have been dismissed and are now at home. <input type="checkbox"/> All Public Officers are now at home.
10 -8 hours prior to the expected hazard impact	<input type="checkbox"/> Public Shelters are activated.
Not less than 6 hours prior to the expected hazard impact	<input type="checkbox"/> Except for the Emergency Services (RBPF, BFS, EAS, HOSPITALS [ER and In-Patient], DEM) & NEOC, the ENTIRE COUNTRY has shut down. <input type="checkbox"/> The Essential Services of the Public and Private Sectors have shut down. <input type="checkbox"/> All persons are now at home/indoors. <input type="checkbox"/> Essential staff required to be on duty (hotel staff, etc.) will shelter-in-place.
ZERO Hours//IMPACT	<input type="checkbox"/> The ENTIRE COUNTRY has shutdown. No response available. Responder Agencies, NEOC/EOC would be sheltering in place. <input type="checkbox"/> Everyone is at home/indoors

APPENDIX E

CONTACT INFORMATION FOR SELECT COMMITTEE

NO.	NAME	DESIGNATION	CONTACT NUMBERS	EMAIL ADDRESS
1	Ms. Deborah Payne	Permanent Secretary, Ministry of Home Affairs	535-7261 230-2257	deborah.payne@barbados.gov.bb
2	Ms. Kerry Hinds	Director, Department of Emergency Management	438-7575 234-4835	kerry.hinds@barbados.gov.bb
3	Ms. Sonia Nurse	Director, Meteorological Service (Ag)	535-0016 230-0899	sonia.nurse@barbados.gov.bb
4	Ms. Sharon R. Lynch	Chief Information Officer, Government Information Service (GIS)	535-1917	sharon.lynch@barbados.gov.bb
5	Mrs. Misha Lobban-Clarke	Executive Director, Barbados Chamber of Commerce and Industry (BCCI)	434-4750	m.lobbanclarke@barbadoschamber.com
6	Mr. Joseph Johnson	Chief Operating Officer, Grantley Adams International Airport (GAIA) Inc.	536-1308 266-6026	jjohnson@gaiainc.bb
7	Mr. David Jean-Marie	Chief Executive Officer, Barbados Port Inc.	434-6134 253-7938	djeanmarie@barbadosport.com
8	Ms. Donna Cadogan	Permanent Secretary, Ministry of Tourism and International Transport	535-7506 836-0618	cadogand@tourism.gov.bb
9	Mr. Tyrone Griffith	Commissioner of Police, Royal Barbados Police Force (RBPF)	430-7105 836-0491	staffofficer@rbpf.gov.bb
10	Mr. Errol Maynard	Chief Fire Officer, Barbados Fire Service	535-7801 836-7980	errol.maynard@fireservice.gov.bb
11	Col. Glyne Grannum	Chief of Staff, Barbados Defence Force	536-2108	grannum.g@bdf.gov.bb
12	Ms. Cheryl Bennett-Inniss	Chief Technical Officer, Ministry of Transport, Works & Maintenance	467-7242 826-6407	cheryl.bennettinniss@publicworks.gov.bb
13	Mrs. Karen Best	Chief Education Officer, Ministry of Education, Technological & Vocational Training	535-0609 230-2543	kbest@mes.gov.bb

NO.	NAME	DESIGNATION	CONTACT NUMBERS	EMAIL ADDRESS
14	Dr. Kenneth George	Chief Medical Officer, Ministry of Health & Wellness	536-3803 836-3513	cmo@health.gov.bb
15	Ms. Cecile Humphrey	Cabinet Secretary, Prime Minister Office	535-5380 233-5293	cabinet.secretary@barbados.gov.bb
16	Dr. Louis Woodroffe	Head of Public Service	535-5697	louis.woodroffe@barbados.gov.bb
17	Mrs. Simone Rudder	Permanent Secretary, Ministry of Foreign Affairs & Foreign Trade	434-2159 266-0056	srudder@foreign.gov.bb jcummins@foreign.gov.bb
18	Mr. Ronald Jackson	Executive Director, Caribbean Disaster Emergency Management Agency (CDEMA)	434-4880 262-1188	ronald.jackson@cdema.org
19	Ms Louise Bobb	Chief Executive Officer (Ag), Queen Elizabeth Hospital (QEH)	436-6450 Ext. 6226 243-1694	ceo@qeh.gov.bb
20	Mr. Edward Clarke	Chairman, Barbados Private Sector Association Inc.	430-6541 230-4906	edward_clarke@sagicor.com
21	Mr. Dennis de Peiza	General Secretary, Congress of Trade Unions and Staff Associations of Barbados	426-0897 231-3582	ctusab@caribsurf.com