



WATTS HAPPENING

TRINIDAD AND TOBAGO ELECTRICITY COMMISSION
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VISION - Powering the nation
into the next generation.

MISSION - To deliver
world-class electricity service,
through engaged and
empowered employees, using
clean, sustainable energy,
technologically advanced
systems and a highly reliable,
safe and modern electrical grid.



An anniversary done differently

There is a slightly obscure but positive metaphor in the fact that T&TEC is observing its 75th diamond anniversary in the middle of a pandemic. Consider the process for the creation of a diamond—carbon atoms under intense heat and pressure bond together to form a very hard, brilliant crystal. Almost two years into this global health crisis, T&TEC like all other businesses, has faced unexpected pressures with no clear end in sight. But if we focus on the outcome, something beautiful will eventually emerge.

Challenge is not something new to us. From the sudden exodus of the foreign management team in 1964, to the divestment of generation assets in 1994 and many more in between, T&TEC has faced

significant upheavals in the past and has come through them stronger. A health crisis demands a different plan of action but, as with everything, a united approach to implementing solutions is critical.

Due to the obvious limitations caused by the pandemic, commemoration of our 75th anniversary has been muted and initial plans for reigniting large group events were shelved. This is not the first time that anniversary celebrations have been muted, the 21st and 25th observations were similarly affected.

However, the expectation is that we will be able to have modified celebrations before the end of the year, despite our financial and public health limitations.

Also of significance this year is the unveiling of our new Vision, Mission, Core Values and Strategic Objectives in the Strategic Plan 2021 to 2025. The updated plan acknowledges the changes in the energy industry and contemplates the adjustments that would be required for T&TEC to continue to operate and serve Trinidad and Tobago for another 75 years. In fact, the vision statement contemplates the perpetuity of the organisation and its enduring raison d'être to provide power and energy for each generation. As we continue to serve our customers and this country we should, therefore, always demonstrate that we have "the power to make it work!"

COVER - An overhead view of the illuminated Curepe Interchange shares the cover with T&TEC's commemorative 75th Anniversary logo.

Photo courtesy: NIDCO

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A message from the Chairman

It goes without saying that electricity is vital to our country's development. Every major industry that drives our country's growth

is heavily dependent on a reliable and cost-effective supply of electricity. Several new industries that have invested in this country have done so on the proven ability of T&TEC to supply electricity to power their facilities. So reliable is our supply that we take for granted that when we flick a switch there will always be power. This was proven through the current pandemic as we were able to provide a supply to our nation and its hospitals, through no small part to the efforts and sacrifice of our dedicated workforce.

For 75 years, T&TEC's evolution has made it possible to, not only power our everyday lives, but also drive the development of Trinidad and Tobago and improve the quality of life which we enjoy as citizens.

This has not been an easy feat driven largely by the vision of our leaders. Seventy-five years have seen our business model change to where T&TEC is now a transmission and distribution company, supplying

the electricity generated by companies such as PowerGen (of which T&TEC is the majority shareholder) and Trinidad Generation Unlimited (TGU). However, over the course of our history, the focus on providing quality service to our customers, ever evolving to meet the demands of the day, has served us in good stead. We are once again at a crossroads that requires that we once again transform the way we do things and embrace renewable sources of power to reduce our carbon footprint.

Even before the COVID-19 pandemic brought significant changes to business operations and life as we know it, T&TEC had embarked on several initiatives to help with building a sustainable energy future. Our new vision, "powering the nation into the next generation", means that T&TEC must aggressively move forward with Energy Conservation and Energy Efficiency (EC & EE) measures, and be among those leading the charge to encourage all citizens to conserve and use

energy wisely.

Our involvement in government's EC & EE Policy and Action Plan for Trinidad and Tobago includes entering into a Power Purchase Agreement for large-scale solar generating facilities, with a total capacity of 112 megawatts. When completed, this project will help to reduce T&TEC's dependency on natural gas and represent a national shift towards achieving this agenda.

Other measures include partnerships to include renewable technologies in generation and our public lighting initiatives and promoting awareness of Energy Conservation and Energy Efficiency among citizens by facilitating government's LED bulb distribution programme and through our Energy Management Application. Details of these efforts are featured in the "Future of Energy" article.

As we look forward to the next 75 years and beyond, we are indebted to our past and present employees who have served this utility and country with steadfast devotion. Our employees have

A journey through the decades- milestones from 1946 to 2021

1946



1946: The members of the Port-of-Spain Corporation Electricity Board. Standing left to right: Donald D. Gibson, General Manager; Councillor Aubrey E. James; André H. Stone, Secretary-Accountant; Councillor Quintin O'Connor. Sitting left to right: Councillor Charles Ward; Deputy Mayor, the Hon. Albert Gomes; Mayor Councillor Valery Reginald Vidale; Alderman George Cabral; Councillor Chandra Bahadoor Mathura.

A 1970s painting by artist David Moore of the green tram. The electric Tramcar Service ended in 1946.



turned up for duty during this trying time and put their well-being at risk to continue to provide our nation with a reliable electricity supply, for which we are truly grateful and indebted to you. We thank all our customers, partners and stakeholders for the support over the years, and as the nation's sole electricity transmission and distribution utility, we will continue to seek ways to improve our service to you embracing the

challenges and opportunities ahead. At the same time, we are acutely aware of the prevailing obstacles which continue to impact on our financial viability and our ability to conduct major infrastructural upgrades. Despite this, we continue to persevere, confident that with the commitment of our employees, technical advancement, and innovation we will achieve our

mission to "deliver world-class electricity service, through engaged and empowered employees, using clean, sustainable energy, technologically advanced systems and a highly reliable, safe and modern electrical grid."

We look forward to the journey ahead.

Thank you for your service and may God bless us all.

A strategic plan for future generations

T&TEC is now being guided by a new perpetual Vision geared at "Powering the nation into the next generation," and a new Mission, "To deliver world-class electricity service, through engaged and empowered employees, using

clean, sustainable energy, technologically advanced systems and a highly reliable, safe and modern electrical grid."

The new Vision and Mission are the two most significant changes in the Commission's Strategic Plan, which has been updated for the 2021 to 2025 period. The overhaul of the Plan stemmed from a 'bottom-up' consultative process

where employees reviewed the previous 2016 to 2020 Plan. The series of discussions in 2019 included staff at all levels, union representatives and management, to evaluate T&TEC's business performance and determine the best approaches for the future. Contributions helped to inspire the Vision, Mission and Core Value statements, and were incorporated into the 2021-2025 Strategic Plan which has

1950s



1952: Commissioning of the Tobago Power Station at Darell Spring Road.

been approved by the Board of Commissioners.

According to General Manager, Kelvin Ramsook, the new Vision and Mission empower employees to take charge of moving T&TEC forward in its delivery of a world-class electricity service. "Our employees are critical to the viability of the Commission and its ability to deliver to customers," he said.

It comes as no surprise that T&TEC's current financial position bears significantly on this new Strategic Plan. This is in part due to the impact of the decline in the demand for electricity, precipitated in part by the closure of Mittal Steel and the restructure of Petrotrin, as well as the impact of the pandemic. To stimulate improved finances, detailed tactical plans have been developed. One example, linked to the goal of

becoming self-sustaining, is to prepare and submit a business case to obtain a rate structure that automatically adjusts at periodic intervals (perhaps semi-annually) to changes in costs that the Commission cannot control, e.g. price of natural gas, exchange rate, cost of generation.

The new Strategic Plan seeks to position T&TEC to best address its challenges by harnessing its strengths and opportunities. Consequently, six strategic goals have been established:

1. Development of multi-skilled employees who are self-motivated and productive.
2. Provision of excellent customer service consistent with international standards and best practices.
3. Achievement of economic viability and sustainability

It is hoped that these values - integrity, innovation, people, service, green energy and efficiency - would encourage the desired attitudes and behaviours among staff and enhance overall performance.

CORE VALUES

We value:

Integrity

- We always do the right thing

Innovation

- We encourage new ways of thinking and doing

People

- Our people will take us there safely

Service

- Our customers influence our direction

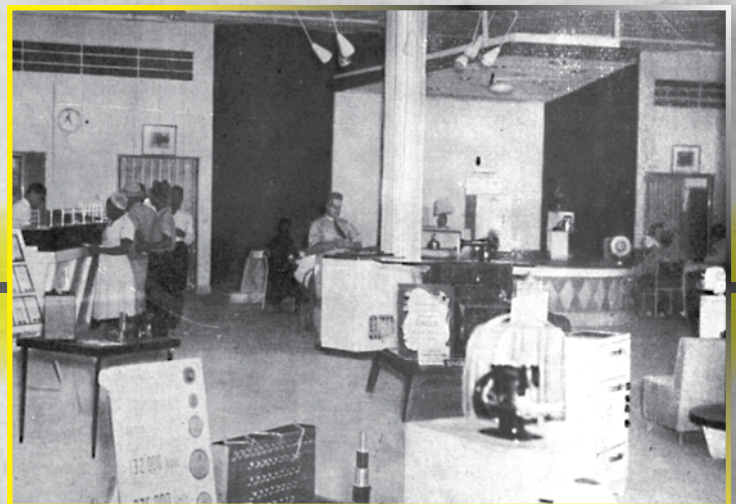
Green environment

- One green earth is our priority

Efficiency

- We optimise operational effectiveness

1952: Tobago's first office.



1953 - Head Office showroom, 63 Frederick Street, Port of Spain.



to finance future expansion.

4. Maintenance of sufficient generation capacity and efficiency with the inclusion of alternative energy sources.
5. Improvement and maintenance of a modern, safe and highly reliable electric grid.
6. Implementation of appropriate information technology solutions to achieve corporate deliverables.

Strategic objectives have been developed for each goal, with each objective to be driven by primary and secondary process owners identified among the four Divisional Heads. "The

intent of this structure is to eliminate silos and increase productivity...within a corporate culture that values and will nurture the creative potential of all levels of the workforce," said Mr. Ramsook.

To help achieve this cultural shift, new value statements have been developed to help define T&TEC's culture.

According to the GM, the new Plan continues the practical and customer-oriented goals and actions that T&TEC has engaged in over the years, but with greater focus on cost consciousness and the timely completion of projects. He is confident that all employees can embrace the principles of producing quality work that meets customer needs on time and within budget. "If we follow this principle, we will make wise decisions that are in the best interest

of T&TEC and its customers. This demands personal commitment, resources, talent, time and sound business decisions from each of us," he said.

The 2021-2025 Strategic Plan is expected to be rolled out to all employees in the coming months. The Strategic Plan Committee, headed by North Distribution Area Operations Manager, Shaun Chase, is responsible for monitoring and evaluating the implementation of the new Plan. They will work with Divisional Heads to ensure that this is done according to the framework of the Plan and will make recommendations to the Heads and Board as required.

For more details about the 2021-2025 Strategic Plan, employees can access the entire document on the Intranet under 'References'.

1950s



Laying of the submarine cable to Cronstadt Island, Trinidad in 1955.



The Future of Energy

Government's move towards reducing Greenhouse Gas (GHG) emissions by 2030, is being driven by its Energy Conservation (EC) and Energy Efficiency (EE) Policy and Action Plan for Trinidad and Tobago, 2020-2024. The Plan asks citizens to "conserve and use energy wisely, thereby securing the future of the next generation." Overall, the main benefit of the plan will be the satisfaction of the

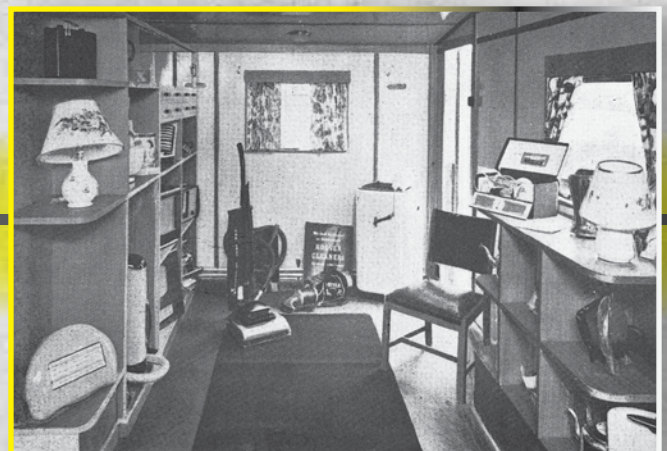
country's commitment under the Paris Agreement to reduce overall emissions from the industrial, power generation and transportation sectors by 15%. As it relates to electricity generation, there is also the additional benefit of reducing the country's consumption of natural gas, 7% of which is used in this sector.

T&TEC's new strategic direction, which comes as

it commemorates 75 years of service, supports a sustainable energy future for coming generations. A new Vision Statement, *"Powering the nation into the next generation"* envisions T&TEC serving each coming generation in perpetuity. The new Mission Statement further acknowledges the changing face of the electricity and energy sectors and commits to the use of *"clean, sustainable energy [and] technologically*



1954: One of the first Mobile Service Centres



Inside of the Mobile Units

advanced systems" in achieving the Vision.

Even before the documentation of the 2021-2025 Strategic Plan, the Commission worked with various state bodies on projects that seek to secure the future of energy in this country. They support, in varied measure, some of the nine implementation goals developed under the EE&EC Plan.

In its capacity as Planner for the country's electricity generation needs, the Commission worked with the Ministry of Energy and Energy Industries (MEEI) to develop the request for Expressions of Interest (EOI) that eventually led to the selection of the Lightsource bp, bp and Shell consortium for the generation of 112.2 MW of solar electricity for

the country. This and two other solar photovoltaic (PV) projects are at varying stages of completion.

The consortium's investment of two utility-scale solar



PV electrical generating facilities at Brechin Castle and Orange Grove will have the most impact on the national grid, which currently serves a maximum demand of approximately 1370 MW. These facilities will together

produce 276 GWh of energy annually, equivalent to about 3% of the country's generated energy of 9253 GWh, in 2020. T&TEC is in negotiations with the consortium for an energy-only Power Purchase Agreement (PPA) for the output of each of these facilities. In energy-only PPAs the utility usually undertakes to buy all the energy that the renewable resource can produce.

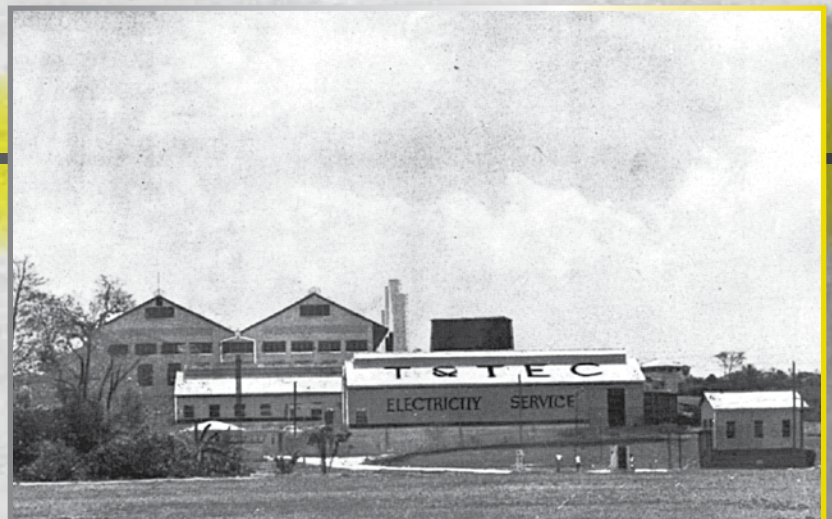
On a smaller scale, but with a similar goal of reducing natural gas consumption, a PV project at the Piarco International Airport will provide 1.4 million kWh of electricity per annum to the facility from approximately 750 kW of installed PV capacity, outside of its primary electricity supply provided by T&TEC. This project was initially conceptualised by T&TEC and is being financed through



1958: Tobago Branch Office

1960s

1960: Penal Power Station



a partnership between the Airports Authority of Trinidad and Tobago and the European Union.

In support of the nascent electric vehicle market, T&TEC in partnership with the National Carnival Commission and the United Arab Emirates-Caribbean Renewable Energy Fund (UAE-CREF), will install vehicle charging stations powered by a grid-connected solar PV system, all located at a new car park near the Grand Stand, Queen's Park Savannah. The UAE-CREF is financed by the Abu Dhabi Fund for Development and

the project will be owned and operated by T&TEC, with the National Carnival Commission as landlord. Masdar Clean



Energy Company from Abu Dhabi, will lead its design and implementation. This solar project will be rated at 700 kW.

Tapping into the EE&EC Plan's recommendation for the development of the local hydrogen economy, a new company, NewGen Energy Limited, has proposed a hydrogen production facility that will further reduce the use of natural gas. Hydrogen is a critical component in the creation of ammonia and methanol. It is sourced

from natural gas. NewGen has proposed the generation of hydrogen from water by electrolysis—a chemical process to split water molecules into hydrogen and oxygen— using electricity generated from waste heat from T&TEC's Independent Power Producers (IPPs). The avoided natural gas consumption is anticipated to be in the order of billions of cubic feet per annum and avoided CO2 emissions in the order of hundreds of thousands of tonnes per year.



1960: T&TEC
Distribution South office



T&TEC is also lending its technical expertise at the inter-agency and inter-ministerial level as a member of the Multi-Agency Committee for the EC&EE Policy and Action Plan and the Feed in Tariff Policy (FIT) Committee and is contributing to the development of a FIT policy. This policy is critical for the creation of a market where small (domestic) producers can sell excess energy produced by a renewable source back to the utility grid. The Commission is also a beneficiary of the Integrated Resource and Resilience

Planning (IRRP) exercise for Trinidad and Tobago funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) of Germany via the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE), an agency of Caricom. The IRRP is a study of the requirements for, and benefits of, integrating renewables in the context of grid and system resilience. Findings would benefit T&TEC's ongoing work in this area.

Outside of technical assistance, T&TEC is supporting its line Ministry, the Ministry of Public Utilities (MPU), with the execution of some of the goals under the EC&EE. Among the most notable was the project to distribute free LED bulbs to approximately 400,000 residential customers. Of the

1.6 million bulbs procured by T&TEC on behalf of the Government, over 914,000 have been collected by customers so far. The LED bulb distribution programme was launched by the Minister of Public Utilities, the Honourable Marvin Gonzales on September 21, 2020. It was a large-scale endeavour to raise public awareness about energy conservation. Among the other actions that support Goal 1 of the plan—"Mobilise our citizenry to be more energy and resource conscious, and to actively practice EC&EE in the conduct of their daily lives and in the operation of their business"—is T&TEC's Energy Management Application. The web-based service empowers customers to save energy by monitoring and managing their electricity consumption through the Customer Web



33kV submarine transmission cable in the process of being laid between Toco, Trinidad and Milford Bay, Tobago in 1965.

Access (CWA) portal. The tools allow users to set goals for kWh consumption or bill total, monitor their usage habits and use a calculator to estimate the electricity consumed by their specific appliances. Each tool is linked to historical usage, allowing the customer to make realistic plans based on their lifestyle.

Other government agencies have also started energy efficient practices and Tower C at the International Waterfront in Port of Spain, which houses several Ministries has led the way in government buildings changing to LED lighting. Over 70% of the bulbs in this building have been changed to LEDs. Other projects to realise the EE&EC goals include planning for smart and sustainable communities by the HDC and using PV panels to power 24 community centres.

T&TEC is part of a committee with the MPU working towards the strengthening of the existing legislative landscape with the introduction of an Energy Efficiency Act. The Act will provide for

Goal 1

Mobilise our citizenry to be more energy and resource conscious, and to actively practice EC&EE in the conduct of their daily lives and in the operation of their business

the establishment of the Sustainable Energy Authority of Trinidad and Tobago (SEATT), an independent state entity consisting of technical experts in various fields of competencies. While SEATT is being established, an EC&EE

Piloting Committee will provide coordination and oversight of the early implementation stages of the Policy. This interim arrangement will be facilitated by several Ministries and Agencies including MPU, MEEI, Ministry of Finance, the NGC, RIC, TTBS, T&TEC and National Energy.

The full implementation of the EC&EE is expected to realise the achievement of government's goal towards building a sustainable energy future for Trinidad and Tobago. With 75 years of experience in the electricity supply, distribution and generation business, T&TEC is well positioned to continue to contribute towards realising this goal.



1968: Hon. Dr. Eric Williams, then Prime Minister (left) and chairman Sir Alan Reece, at the commissioning of the POS 'B' Power Station. Addressing the audience is General Manager, Karl Seheult.



1968: During a visit to the POS Trade School, the Hon. Errol Mahabir, Minister of Public Utilities, looks on as fifth-year apprentice Lemoy Hajarisingh shows off his fabricated knob for the control and indication console for the Harmony Hall substation.

The end of an era; a new one dawns

As the Trinidad and Tobago Electricity Commission (T&TEC) enters another era of operation, a landmark that is an indelible part of its origin story will soon be removed from the city's landscape.

Constructed adjacent to where the country's first power station was built by Edgar Tripp around 1895, the Port of Spain 'B' (POS 'B') Power Plant is set to be demolished in the coming months, as part of Government's plan to repurpose the site after the decommissioning of the plant in 2016. While the Plant was owned by PowerGen for the past 27 years, it was first constructed and operated by T&TEC and later ceded to the Power Generation Company (PowerGen) as part of the divestment of transmission assets in 1994. Then employees of T&TEC were transferred to PowerGen to continue running the plant. With their "navel strings" buried in T&TEC, and the rest of their career spent in PowerGen, the demolition of



Daniel Jacob



Carol Braithwaite



Roger Forde



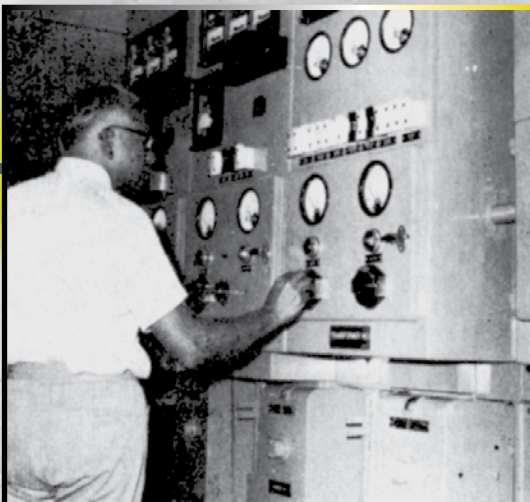
Selcrest Husbands

'POS B' is particularly bittersweet for Daniel Jacob, Carol Braithwaite, Roger Forde and Selcrest Husbands.

According to the T&TEC historical chronicle, *T&TEC Celebrates its 60th Anniversary*, the split of the company "was a traumatic experience, especially for the employees of the power stations, some of whom had to receive counselling in respect of the implications for the change." Then Laboratory Technician at POS 'B', Carol Braithwaite and Fitter/Turner B Roger Forde were both anxious about a possible separation from T&TEC, but endured with support from their families.

Daniel Jacob had worked for T&TEC for about 17 years when rumours started about staff being

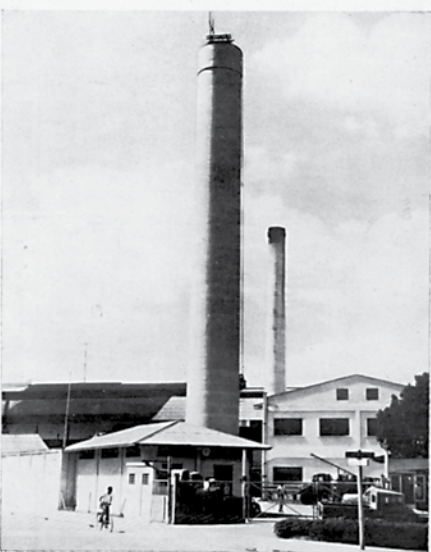
1970s



1975: Retiring General Manager, Mr. L.G. Dookhie, performs one of his last official duties as General Manager as he flicks the switch to put the new Santa Cruz Sub Station into operation.

1976: Ken Julien switches on the Penal Power Station





1954 new chimney at Wrightson Road



'let go' after the divestment. While some were anxious he understood the importance of the power plant and "I rationalised that it would be foolish to separate all

the employees and bring in new staff [as] the service reliability would have suffered." The former apprentice of the Port of Spain Trade School was at the time an Instrument Supervisor at the T&TEC Pt. Lisas Power Plant. He prepared to be "one of the re-hires."

The sale was signed on December 23, 1994. Despite being reassured in the announcement of the sale on December 24 that jobs were secure, that Christmas was low key for many. The following year, the employees had rallied and by May had participated in an internal competition to create a logo for the new company, even while adjusting to the new organisation.

While he too had been concerned about the psychological impact of the divestment, then

Assistant General Manager, Engineering, John Mackay, was later quoted as saying, in hindsight he was impressed by the way the new company operated, and the fact that they introduced a fair amount of innovation for the benefit of the staff.

Some of the initial changes included the reclassification of jobs to make employees multi-skilled and the creation of new departments and a new management team, led by foreigners. The experience of the new PowerGen employees supported Mr. MacKay's observation; it was clear that the organisational culture of the initial parent company, a consortium of Southern Electric International and Amoco, was one that encouraged employee development and focused on building efficiency.

Selcrest Husbands, who at the time of the divestment worked as an Assistant Maintenance Engineer under Plant Manager, Clarence Mitchell, embraced the changes. "I saw [the divestment] as an opportunity. I saw job enrichment," he said. A former apprentice at the Port of Spain Trade School, he credited T&TEC's programme with equipping them with the technical capabilities to effectively deal with the changes. While happy for the new exposure and the many strides made in safety and training, "our technical people had a

1977: Point Lisas Power Station nearing completion.



The inauguration of the Point Lisas Power Station in 1977. Calvin Harding, Power Station Supervisor (Pt. Lisas), outlines to the Prime Minister, Dr. Eric Williams, the process of pushing the button to put the 88MW generating unit into service. Looking on are General Manager Leo C. Martin and Chairman, Professor Ken Julien.



The two 25 MW black-start generating units installed at Port of Spain 'B' Power Station in 1984. The old Port of Spain Stores Building is in the background.



The commissioning of the gas transmission pipeline, which was to supply natural gas to the Port of Spain 'B' Power Station. On hand were the Minister of Public Utilities, the Hon. Errol Mahabir and Bernard Primus, Chairman of the Natural Gas Company (NGC).

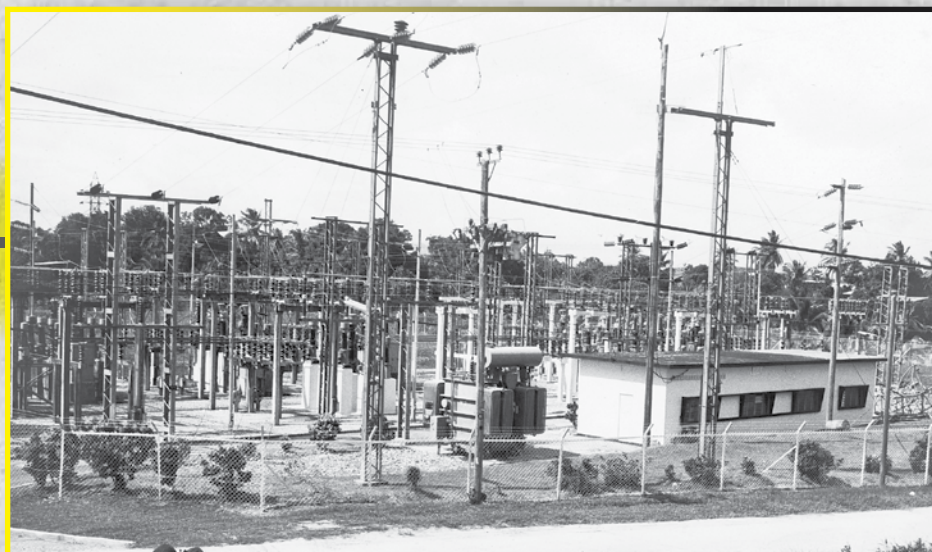
solid foundation and were very capable," he said.

One of the early adjustments, according to Mr. Jacob, was bringing the megawatt-to-employee ratio in line with global best practises and expanded training opportunities "to supplement the skills of the merged technicians to meet the challenge of the change." A more informal approach between management and subordinates, such as with the use of first names and a general mixing

of the ranks at sporting and recreational activities also helped endear the employees to the new organisation.

The obligations between T&TEC and the now Independent Power Producer (IPP) ensured that the transferees were not disconnected from their professional and personal networks. Employees from both companies met at monthly statutory meetings to review the transition and any issues relevant to the IPP and many of the services provided to the power stations by T&TEC departments, such as the Protection, Communications and Security, continued on contract. Payroll was also processed by T&TEC for two years, until 1996. Working in the Lab, Ms. Brathwaite was in regular contact with employees of T&TEC's Metering and Protection and SCADA Departments, who delivered oil samples for testing. And her former colleagues from the Purchasing Department, where she worked before joining the lab, remained "more like family...genuine and lifelong friends." Mr. Jacob and former Plant Manager, Mr. Husbands, felt similarly about their "batch". As was customary among Trade School alumni, they maintained close relationships despite separate career paths. POS 'B' was considered the training ground during their formative T&TEC years and many life-long friendships and memories were built.

1980s



1981: Bamboo Substation

Despite the initial internal upheaval, the Rolls Royce engines continued to hum, employees settled in and began to love their new company and customers saw no discernible change in the quality of the service received from T&TEC. In fact, for many, the plant remained "T&TEC" despite the PowerGen logo on the stacks towering above the building.

After 60 years of operation, the generators at the POS 'B' Power Plant went silent at midnight, January 16, 2016, two weeks after the planned date of December 31st. Its closure, due to obsolete equipment, brought a tremendous sense of loss for all who held a personal stake in it. For Ms. Brathwaite, the long hours spent at the plant created an indelible connection. "The loss was felt by the combined work force...the Port of Spain community and residents," she said, "people would approach workers to share their feelings of loss."

Several employees were offered early separation packages with the closure, while others, like Mr. Forde, were relocated to the Pt. Lisas and Penal power stations. The others have since retired. Mr. Husbands retired as the Director of Operations in

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Why was Generation divested?

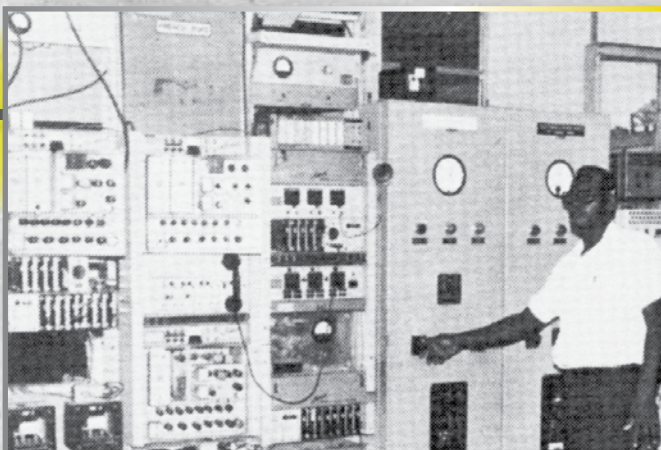
"The rationale for the sale of the generation assets of the utility was quite straightforward. The Commission, according to its forecast, projected that by the year 2000 the demand for electricity would have been so

high that the organisation would have needed to install a plant at least 200MW later that year. This also took into account that it was inevitable that some of the older generating plant would have had to be retired even if the life extension rehabilitation programmes had given them a few more years of useful commercial operation.

It was a capital cost that neither the Commission nor the Government was in a position to undertake at that time. The imperatives of the situation were such that the options available were indeed very limited. The Government therefore, on the advice of a sub-committee, appointed by the energy sub-committee of Cabinet, opted for the divestment of the generation assets to a company which would not only have been in a position to buy and expand the assets, but also to introduce new technologies that would enable a more reliable supply to the citizens of the country."

-- T&TEC Celebrates its 60th Anniversary

Switchgear in Tobago Power Station Control Room in 1982.



1983: Street lights installed on the Solomon Hochoy Highway

2015, Ms. Brathwaite as a Lab Technician in 2016 and Mr. Jacob as Plant Manager, Pt. Lisas in 2019.

Now a Mechanical Technician at the Pt. Lisas Power Station, Mr. Forde has come full circle to witness imminent demolition of the POS 'B' Plant.

On the decommissioning of the plant in

2016 Mr. Jacob eloquently wrote in a letter to staff that battleship POS 'B', the pride of the fleet, had "weathered storms, trained crews, provided lifelines and sustenance to its crew and their families and the nation that owns it. On its retirement, we give thanks for its 60 years of service, the many lessons learnt, problems solved and the dedicated people who steered it purposefully until its illustrious end."

Sad to see PoS 'B' go



Sheldon Juma Pelletier

For Woodbrook resident, Sheldon Juma Pelletier, the absolute quiet was the hardest thing to deal with. Having lived on Colville Street his entire life (over 40 years), the silence that followed the closure

of the iconic T&TEC, then PowerGen, Port of Spain 'B' power plant in 2016 wreaked havoc on his senses. "It's driving me crazy," he said. "I still cannot get used to it." The constant, low, penetrating hum was discordant noise to the

visitor, but to those who lived as neighbours to the facility, it was the familiar sound of home.

Bordered by Wrightson Road, Colville Street, Ariapita Avenue and Flament Street, the monument that is PowerGen has remained a key fixture in the city's landscape. After more than 60 years, the power plant ceased operations and very soon will be dismantled. Another resident, Cecile George, was saddened to hear about the closure of the plant. "I was born and raised in Woodbrook; the plant has been a symbol of my childhood since the 1970s when it was still branded as T&TEC." It was the landmark when entering Woodbrook from the east, Ms. George said, "...a vital part of the history of the area

1980s



1985: Aerial view of T&TEC's 186 MW Combined Cycle Plant at Penal.



1985: Subsection Leader, Chandra Goolcharan attends to Marlene Coudray of St. Madeleine, the first customer of the new Point Fortin Depot.



The Port of Spain 'B' Power Station Chimney stack in the 1960s

and of the country."

Mr. Pelletier echoed these sentiments, adding, "everyone knows where PowerGen is...it has always been a landmark." Despite missing the hum, he appreciates the removal of the inherent danger of an industrial plant in a residential community. He remembers two major fires and learned to be on the alert for the sounds of alarms. "Once in a while we'd hear the alarms and feel the house shaking when the boilers malfunctioned," he said. "We'd hear the evacuation instructions on the intercom and if things seemed bad, we would run across Wrightson Road to Montrichard and observe from a safe distance." On regular days, Mr. Pelletier would act as the plant's unofficial watchman. "I used to go down well with the security guards, so I would alert them if I noticed anything wrong, security-wise."

Many former employees developed acquaintances with those who live on the surrounding streets. "I

didn't know any of the other workers personally, but we see them every day as they go in and out, so it's natural to get familiar with them."

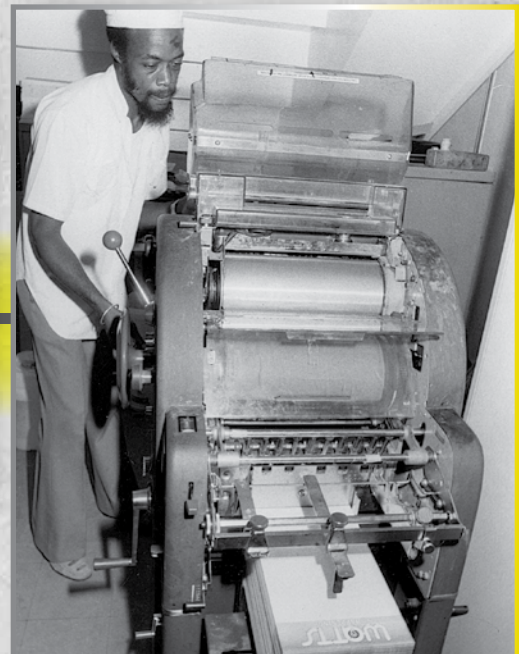
Now that the plant is set to be demolished, there is general interest about what will take its place. Rumours abound – will it be a car park or high-rise housing? Ms. George proposes that the plant be "re-imagined" as an ecologically-sound entertainment and cultural space. "While it may no longer be useful for generating electricity, this building serves to remind us of more progressive times during the country's history."

At a consultation meeting hosted by PowerGen with residents and other stakeholders in July, the Urban Development Company of Trinidad and Tobago (UDECO), revealed a preliminary conceptual design for the site. Called the Colville Street Development, it is a mixed-use building project, with residential units, retail shopping, parking and office spaces. The 7.5 acres development is part of its overall Port of Spain Revitalization Master Plan and when completed, aims to encourage positive social interaction, provide improved living accommodation, recreation and entertainment to the Port of Spain community.

For now, the residents are getting used to the quiet. "Now I can actually hear at night the sounds coming from as far as the port," said Mr. Pelletier. While still unable to sleep peacefully, his noisy fan offers some measure of comfort.



1989: Pt. Galeota Substation



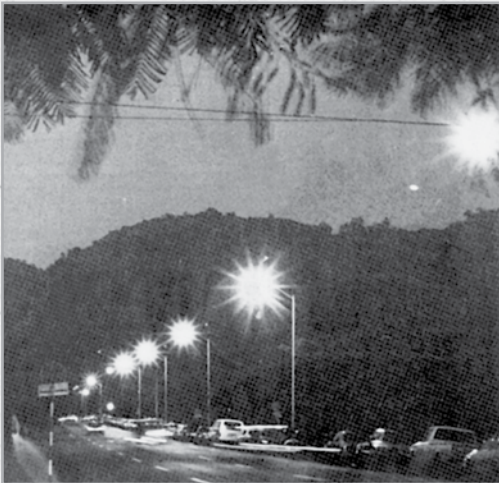
1989: Abdul Mohammed operating the press for printing the Watts Happening magazine

Look back in time...



The site of T&TEC's Head Office at 63 Frederick Street, Port-of-Spain, with demolition in progress, circa 1951 (left) and the building today (right).

Beetham highway in 1962 after streetlights were installed for the first time (right) and in 2018 (far right) after installation of walkover.



Streetlights installed around the Queen's Park Savannah for the first time in 1982 (far left) and newly installed LED streetlights installed (left) in 2016.

Panoramic views of newly installed streetlights at the Audrey Jeffers Highway, in 1988 (far right) and newly installed streetlights west-bound in 2009 (right).





2014: Best Performing Employees from each Area/Department at the 60th Employee Recognition and Awards ceremony.



2014: T&TEC Divali Queens.



2013: Mt. Hope Sports Club celebrates victory at the Sports and Family Day.



2015: Children's Christmas Party.



2016: Employees help organise items for Haiti hurricane relief.



2014: T&TEC African Emancipation Queen Show.



2016: Women Engineers of T&TEC being recognised for International Women's Day.



1999: Linesmen rodeo competition.



2007: Power Monarch Calypso Competition Winners.



2010: Sports and Family Day fun.



2006: Mr. and Ms. T&TEC Diamond Jubilee Show.



2009: Watty visits kindergarten children.



2008: HSE Quiz Competition winners.

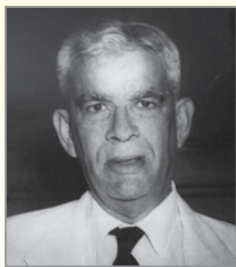


2014: Islamic quiz held as part of Eid-ul-Fitr celebrations.

T&TEC Chairmen, making their mark

The Board of Commissioners of T&TEC is charged with managing the Commission's business, making strategic decisions consistent with its mission and vision and ensuring that its role, as a key conduit in the socio-economic development of Trinidad and Tobago, is achieved. The Board is also responsible for ensuring that T&TEC, as a state enterprise, adheres to its statutory responsibilities and practices good corporate governance. Throughout its 75-year history, T&TEC has had the privilege of being led by Chairmen with varying backgrounds, these men and one woman have advanced the Commission to become one of the best performing utilities in the country. While staff may be more familiar with the work of the General Managers, the contributions of past Chairmen are lesser known. Their work is highlighted on the following pages.

Hon. E. L. Dos Santos C.B.E. (1946-1948)

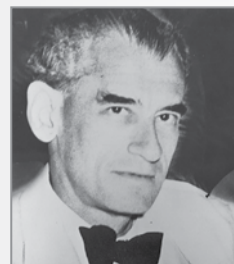


Sir Errol dos Santos, Colonial Secretary, businessman and cricket administrator, was born in 1890 and entered the civil service in 1912. After serving in several senior capacities, as Colonial Treasurer,

Financial Secretary and as a member of the Legislative Council (an advisory commission to the Governor), he was named the Chairman of

the first T&TEC Board in 1946, leading the charge to effect Government's island-wide electrification initiative.

A. R. W Robertson C.B.E (1949 -1951)



The Honourable A. R. W. Robertson was also a C.B.E. (Commander of the Order of the British Empire). During his three-year tenure as Chairman, Kenneth

1990s



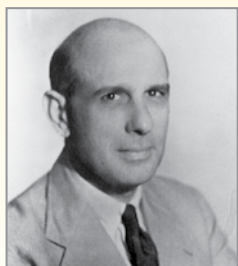
1996: Donald Baboolal, Meter and Relay Mechanic II, operates the new semi-automatic meter test board.

1998: Acting Machine Operator, Kennedy Telesford in action at the Insertor which folds and stuffs bills and seals the envelopes. Derrick Emmandie, Messenger (right) is at the franking machine and Senior Machine Operator, Carl Ramdhan is centre.



W Finch was appointed as General Manager and became the second person to hold this office. There was a major island-wide blackout on September 23, 1949 bringing public transportation service, including tramcars and trolley buses, to a halt. A Commission of Enquiry report however ratified what T&TEC had already put in place to prevent a recurrence. The Exchange House in Couva was the first Southern Distribution office and the Penal Power Station and Penal 66kV substation were completed, enabling the line from San Fernando to Penal to be energised on March 30, 1951.

George de Nobriga (1951-1957)



George de Nobriga, businessman and elected member of the Legislative Council, was among the members of T&TEC's first Board, led by Errol Dos Santos. He subsequently served under the second Chairman, A.R.W. Robertson, before being named Chairman in 1951. Under his tenure, electricity became more widely accessible in Tobago, with the opening of the first power station at Darrell Spring Road on September 9, 1952. Mr. de Nobriga was awarded the Commander of the Order of the British Empire (C.B.E.) for public service in 1955.

E. Vernon Wharton (1958 -1963)



E. Vernon Wharton was a nominated member of the Legislative Council and C.B.E., who served on T&TEC's first Board under Errol dos Santos. As Chairman, he welcomed T&TEC's 50,000th customer on November 11, 1959. During his six-year term, Tobago's electrification accelerated and Trinidad's island-wide electrification continued. Legislatively, the T&TEC Ordinance was introduced and the electricity supply industry was unified under one authority on April 20, 1961. Operationally, T&TEC's first local General Manager, Chief Engineer Karl Seheult was appointed in a move that transferred the organisation's leadership from foreign to local management and the Commission was placed under the purview of the Ministry of Public Utilities.

Sir Alan Reece (1964-1975)



Sir Alan Reece was formerly the Head of the Public Service before being named Chairman of T&TEC, a position he held for almost 11 years. Sir Reece is best known for driving the change in leadership from foreign to local engineers after Independence.



General Manager, Stanley P. Ottley, was among the first to use the payment centre at PTSC's transit facility, South Quay, Port of Spain on June 15, 1998.



The 90s represented the start of Hotline work

As head of the public service, he scouted for local engineering students, at foreign universities, and convinced them to return home to take charge of T&TEC. Once he became Chairman of the first fully local T&TEC Board, Sir Alan was tasked with leading the unparalleled level of generation expansion to cater for the industrial growth planned at Point Lisas Industrial Estate.

Professor Kenneth Julien (1975-1987)



Professor Kenneth Julien was the longest serving Chairman of T&TEC. An academic achiever, he holds BSc. and Ph.D degrees in Electrical Engineering. Professor Julien was the first local engineering lecturer and was one of the youngest Deans

in the Commonwealth. During his twelve-year tenure as Chairman, T&TEC commissioned a new power station at Pt. Lisas and a double circuit 132 kV line providing supply to the Iron and Steel Company. The Commission also embarked on unprecedented developments in all its operational areas and, in 1981, marked 20 years as the country's sole authority responsible for generation, transmission and distribution. The occasion was marked with the launch of a new logo that remains in use today.



Mr. Neil A. Lau (1987-1989)

Neil A. Lau, a well-known and highly respected businessman, was appointed T&TEC's Chairman in 1987 and served

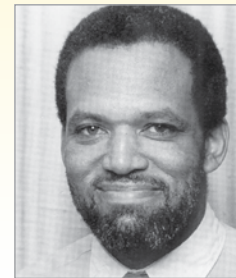
until his resignation in 1989. Under his leadership, the membership of the Board included, for the first time, a union representative, Errol Mc Leod and a woman, Lesley-Ann Lucky-Samaroo. His tenure was marked by other institutional changes including the recruitment of the first female Estate Constables in 1987, the removal of the position of Deputy General Manager and the establishment of Assistant General Managers for Engineering, Finance and Administration.

Professor St. Clair King (1989 -1991)



Professor St. Clair King was appointed the eighth Chairman of T&TEC following the resignation of Mr. Neil Lau. His tenure was marked by several highs and lows. The Commission was granted a rate increase, however

while the maximum demand for electricity rose, the financial performance of the Commission was considered troubling. An attempted coup in Trinidad in 1990 prompted the relocation of the control room to a more secure location.



Dr. Stephan Gift (1991)

Dr. Stephan Gift had the shortest term as Chairman of T&TEC. The holder of a BSc (Honours) in Electrical Engineering and a PhD in Electrical Engineering, he



1998: Cable boat on its way to Tobago

1998: Cable laying project



was also a former President of the Association of Professional Engineers. As Chairman, Dr. Gift encountered troubling times at T&TEC that required the raising of a \$200million bond on the local market, to cover urgent expenses associated with the rehabilitation of generating plant, and the cost of debts accumulated over time. In addition, Dr. Gift had to grapple with the IMF's call for a Management and Operations Audit of the Commission. Generation issues, even while being addressed, required that customers conserve electricity. Dr. Gift demitted office after one year when a new Minister of Public Utilities took office and a new Board was appointed.

L. Andre Monteil (1992-1996)



The tenth Chairman of T&TEC, L. Andre Monteil's tenure was marked by the 1994 divestment of the Commission's generation assets and the creation of PowerGen. Under his Chairmanship, the Commission, after eight

years, was granted a rate increase. In 1993, overall performance was recorded as a very good year, with all substations reporting a reliability rating of 99% and over. In that same year T&TEC became the first local organisation to introduce computerisation of its operations. In 1994 the Commission commemorated 40 years as the sole supplier of electricity to Tobago.

Mr. Michael Mansoor (1996-1998)



Michael Mansoor, a former Independent Senator, was Chairman and Chief Executive Officer of TATIL Insurance Services when he became Chairman of T&TEC in 1996. His appointment during T&TEC's 50th year of operations saw its maximum

demand capacity exceeding 700 MW for the first time, and customers surpassing 300,000 to reach 302,227. That same year, with funding from the Ministry of Public Utilities, the Commission carried out a massive street lighting programme.

Devanand Ramlal (1998-2008)



Deputy Chairman, Devanand Ramlal became the 12th Chairman, replacing Mr. Mansoor when he resigned. Mr. Ramlal, a legal practitioner, trained accountant and businessman was at that

time the youngest person to be appointed as Chairman of T&TEC. He retained this position for four consecutive terms covering ten years. During Mr. Ramlal's Chairmanship several initiatives were introduced or upgraded. Among these, a new billing system, same day connections and a programme to curb current stealing. His tenure also saw the Commission receiving, for the first

continued on page 24

2000-2010



2000: Opening of Stanley P. Ottley building



2001: Some of the executive, employees and guests with Chariman Devanand Ramlal at the opening of the Marabella Service Centre

time, an electricity supply from independent power producer, Trinity Power. In 2006, Mr. Ramlal led T&TEC in celebration of its Diamond Jubilee. The event included the publication of a commemorative book on the history of electricity in Trinidad and Tobago.

Professor Clement Imbert (2008-2010)



Professor Clement Imbert, 13th Chairman of T&TEC, was a former President of the Association of Professional Engineers and was the serving Deputy Dean of the Faculty of Engineering, University of the West Indies. His tenure was marked by T&TEC's installation

of its first 220 kV tower line, connecting the Brechin Castle Substation to the new Union Estate Power Station, and the commissioning of the first fuel reciprocating plant in the region, the 64 megawatt power station at Cove, Tobago.

Omar Khan (2010 – 2012)



Omar Khan was the former Manager of the West Indies Cricket Team and a past Corporate Communication Manager at PowerGen. Under his Chairmanship, T&TEC was ranked among the top performing public utilities. Mr.

Khan led the entire Board on a familiarisation visit to Tobago, it was the first visit by the Board and, in 2012, the celebration of T&TEC's 60th anniversary in Tobago. Other milestones include the introduction of the Whistle Blowing and Anti-Fraud/Anti-Corruption policies.

Susilla Ramkissoon-Mark (2012-2015)



In addition to being the first female Chairman at T&TEC, Susilla Ramkissoon-Mark was also the youngest. She was the Deputy Chairman before being named Chairman in 2012. An Attorney-at-Law, Mrs. Ramkissoon-Mark

specialised in Corporate Law and is experienced in environmental and insurance law. Under her Chairmanship, the Gateway 132/33 kV Substation, taking supply from the Bamboo Substation into Port of Spain, was commissioned and the historic switching from diesel to natural gas at the Cove Power Station, took place. Mrs. Ramkissoon-Mark placed safety high on the Board's agenda and introduced a Board HSE Subcommittee in January 2012. She also introduced several accounting policies and cost savings initiatives towards achieving the financial viability of the Commission.

**2000-
2010**



2002 - T&TEC installs first 132 kV underground cable system at Pt. Lisas

2004 - T&TEC crews assist Grenada in restoration efforts after Hurricane Ivan



Keith Sirju (2015-2020)

Keith Sirju is a registered civil engineer and Chartered Engineer and a Fellow of the Association of Professional Engineers of Trinidad and Tobago. As Chairman, he steered T&TEC into its 70th year

of operations, a milestone marked by renewed commitment to customer satisfaction. Mr. Sirju is credited for his efforts towards resolving several challenges including protracted wage negotiations, public concerns about the reliability of supply with the closure of the PowerGen Port of Spain Plant and a hefty loan/debt balance. ISO 9001:2008 certification and the signing of the first collective agreement between the Commission and the Senior Staff Association were among T&TEC's achievements during his time as Chairman.

improvement of the reliability of supply to customers remains at the top of his agenda, while keeping an overview of the financial aspect of the business operation.. Since his appointment, Mr. Thomas has overseen the Commission's operations under the COVID-19 pandemic, introduced an Amnesty on illegal T&TEC connections in March 2021 and activated the Commission's state of readiness for compliance under the Public Procurement and Disposal of Public Property Act 2015.

Romney Thomas (2021-Present)

Romney Thomas, Attorney-at-Law, took over the reins of the Board after Keith Sirju demitted office in December 2020. Mr. Thomas is fully involved in the construction of the second Union Gandhi 220 kV line, which is presently

ongoing. In addition, significant focus on the



2005: Prime Minister, the Hon. Patrick Manning, launches the national street lighting programme.



2009: The Commission officially launched its Trouble Report Call Centre, 800-TTEC

Employees key in managing risk

Acknowledging the realities of doing business in the 21st century, T&TEC has formally adopted Enterprise Risk Management (ERM) as a key strategic management tool. While risk assessment had always been informally included in business management, ERM elevates traditional ways of managing risk by offering a structured, holistic approach to managing risks that could potentially affect the achievement of the organisation's objectives. It also expands across all layers of the organisation, giving every employee a role in risk management.

With natural disasters, cyber threats and a pandemic being among the realities of today, the systematic process of ERM is a proactive approach to identifying, assessing and prioritising risks. Rather than mitigating against the recurrence of a past problem, as may be done with informal risk assessment, ERM anticipates the dangers, hazards and other potentials for disaster that may interfere with the Commission's operations and objectives.

Managing this portfolio is Project Manager, Devecar Basdeo. She



Devecar Basdeo, Enterprise Risk Management Project Manager

explained that ERM involves a thorough analysis of internal and external threats or opportunities to an organisation's wellbeing and focuses on preventative measures. "By viewing risks holistically across the entire organisation, we can determine the significance of each risk and its impact."

2000-2010



October 23 2009 marked the official commissioning of The Cove Power Station. Minister of Public Utilities, the Hon. Mustapha Abdul-Hamid; PM Patrick Manning; Chief Secretary of the THA, the Hon. Orville London; T&TEC Chairman, Prof. Clement Imbert and General Manager, Glenford Cyrille, after unveiling the plaque.



Through a process adopted from the International Organisation for Standardisation's standard for Risk Management, ISO 31000:2018, ERM allows for T&TEC's resources to be effectively and efficiently allocated among departments. This is done by identifying and ranking risks according to their potential severity, so that managers can focus their attention on the things that matter the most. For example, T&TEC's current rate structure contributes to

a very high risk of not having the necessary capital to fund some infrastructural projects. ERM allows managers to focus on solutions to treat with such highly-ranked risks first and foremost, before lower-ranked risks.

The first step in the process is to therefore identify all the risks the organisation faces, based on prior and anticipated events which impact its ability to achieve its objectives. It is an important tool for continuous engagement and monitoring

and is the foundation for all the steps that follow, namely risk analysis, risk evaluation and risk treatment. T&TEC's register is in the process of being completed and once approved, the mitigations implemented for each risk will be monitored.

Employees' role in ERM

Enterprise Risk Management also involves making the plan of action available to all stakeholders, including

2011- 2021



August 1, 2011: New Power Station, Trinidad Generation Unlimited, La Brea, provides a commercial supply of power to T&TEC for the first time.

employees, since according to Ms. Basdeo, "it is only strong, robust, resilient and effective when everyone participates in the risk process." The importance and impact of full employee participation resonated during a routine drive to south Trinidad, when she noticed how the intricate stone wall along the Mosquito Creek acted as a barrier against its perennial flooding problem. Each rock came together as a unit to withstand the waves. "No rock by itself or in a few groups could have done this," she said. Like safety, ERM is everybody's business.

Given that risks are everywhere, it is critical that employees know their individual responsibilities in the day-to-day work

environment. "They should be able to recognise and investigate the risks and understand their impact and take the necessary steps to help manage them, or elevate them to those that can do so." For the observant, this can become second-nature, but for others it takes training and developing an "eye" for it. Using the example of a Security Department employee, she said they can help mitigate the risk of exposure to a sub-station by simply bringing a non-functioning CCTV camera to the attention of the Supervisor. According to Ms. Basdeo, employees are best placed to predict how decisions and behaviours will impact the organisation on a deeper level. ERM recognises that every employee, every rock in the stone wall, can

be seen as a risk manager in the performance of their duties and allows for the flow of information from bottom to top, top to bottom and across departments. "This will build the trust in the process and will help facilitate the cultural shift throughout the organisation where risk management permeates our core values," she said.

ERM in practice

Not surprisingly, the COVID-19 pandemic has exposed T&TEC to some key risks that need to be specially managed. Some of these include the loss of man hours due to quarantining employees, increasing demands on IT resources by those working from home, loss of revenue, shipping

February 2012: First customer to use the quick payment box at Head Office, as part of a pilot programme.



2011- 2021



February 2013: T&TEC's Customer Web Access was launched

delays affecting supply chain management, and restrictions on operations affecting business continuity. ERM works by providing all Heads of Department, and Senior Executives, with the necessary tools to identify risks. These tools allow users to examine and treat with risks which, collectively, will further reduce those big risks which could have the most impact on the organisation as a whole. During the pandemic, some departments have already begun to put mitigation measures into practice. For example, cross-functional training of staff helped to eliminate gaps and improve productivity when employees were ordered to stay at home to quarantine. Cross-functional training, through job rotation, is being formally adopted in response

to risks identified from the informal methods previously used. It is expected that a more formal system for exposure to additional job functions, will result in minimal downtime, while allowing for more employee engagement and increased levels of efficiency and productivity. Additionally, cyber threats are being managed by increasing employee awareness of its dangers through screen saver messaging and some utilisation services continued via WhatsApp, despite restrictions in customer service centre operations. These measures are intended to eliminate or reduce the risk to an acceptable level within T&TEC's risk tolerance, or appetite.

In short, Enterprise Risk

Management provides T&TEC with a layer of protection to maintain its focus on achieving its objectives, while taking into account the risks. Together with active and direct employee involvement, ERM helps to protect our assets and decreases the chances of loss, just like a stone wall.

In the coming months, T&TEC will begin formal training of ERM among all employees. Going forward, T&TEC's Board and Senior Executives will be reported to as needed on its most significant risks and its responses to these risks. This will ensure that its ERM remains a robust tool to identify and satisfactorily address the risks facing the organisation.

May 2013: AGM Transmission Ag., Zainool Mohammed leads a tour of VIP guests, led by the Minister of Public Utilities, the Hon. Nizam Baksh, through the Gateway 132/33 kV Substation following its formal commissioning.



November 2013 - Minister of Public Utilities, the Hon. Nizam Baksh, and T&TEC's Chairman, Susilla Ramkisson-Mark, together unveil the plaque to commemorate the switch to natural gas at the Cove Power Plant.

Cleophas Seaforth – a T&TEC Tobago life well lived



He grew up before electricity and cars, in a simpler time when flambeaux were street lights, donkeys were the main form of transport and word-of-mouth the main form of news. As T&TEC celebrates 75 years in operation, few people can claim to have firsthand experience of its early years, but the former employee with badge number 11, Cleophas Seaforth, 96, is perhaps T&TEC's oldest surviving pensioner. One of Tobago's first employees, he joined the Commission as a Labourer and retired, after almost 30 years as a Senior Foreman.

As a young man, Mr. Seaforth left his hometown of Parlatuvier and made the four-hour trek to relocate to Scarborough to make a way for himself. Through resilience

he found work as a magician's assistant, fisherman, palette salesman and at the telephone company. Then in 1952, a seven-man T&TEC crew from Trinidad, led by then Senior Foreman, Felix Cabral, arrived in Tobago to set up a generating plant, launching the island's drive towards electrification. Mr. Seaforth became the second Tobagonian hired by T&TEC and, as a Labourer, helped to dig holes for streetlight poles. "I used to dig all five holes a day," he said. A testament of pure brawn, considering that the work was all done manually.

When Hurricane Flora ravaged the island in 1963, Mr. Seaforth was part of the electricity restoration efforts. They worked night and day, setting up camps along the affected

areas to ensure speedy work. "Work that took two weeks, I and my crew colleagues was able to do in three days." His efficiency did not go unnoticed and he was offered a promotion to Crew Foreman. Mr. Seaforth did not finish school and could not read and spell properly, but he learned to "make up" the time sheets, a prerequisite for the job, thanks to assistance from Hilton Bonas, who worked in the Administration office. Sharing a life lesson he said, "I'm putting this for young people to know, that with education you can reach on top, once you put your mind to it."

As one of T&TEC Tobago's pioneers, Mr. Seaforth was involved in some of its inaugural projects. A few memories stood out for him. In those days,

2011-
2021

2014: Composite photograph showing employees from Transmission Development and Engineering Services, Transmission Technical Support and Transmission Maintenance, together with contractors who worked on the Gandhi Village Substation project.



some power outages lasted for extended hours, even days. He recalled that the installation of the submarine cable from Toco to Milford Bay was a watershed moment for T&TEC Tobago "when current cut, we didn't have to rely only on the diesel plant, so we were able to restore power faster." He recalled being part of a 17-man crew that had to traverse the forests to run the transmission lines from Scarborough to Moriah, then to Parlatuvier. He also made a name for himself as a 'strike breaker', challenging the likes of the late George Weekes, then President General of the Oilfield Workers Trade Union (OWTU). It was the 1970s, during a period of industrial unrest when the OWTU was fighting for recognition as the representative for monthly and hourly-paid workers of T&TEC. Workers had been on strike and, after an extended stalemate, Mr. Seaforth had had enough. He called out to the workers assembled in the yard and started dancing and chanting "workman for Jesus, stand by," urging them to get back to work. Eventually, his driver, Adolphus James, got into



April 2012 - Members of the Board of Commissioners pose with three of T&TEC Tobago's oldest retirees, Alva Cowie, Adolphus Phillip and Cleophas Seaforth (front row), at an interfaith service to celebrate 60 years of electricity in Tobago

the truck and other crews soon followed. "The next day, I was called into a meeting with the Superintendent, Neil McConnie, the Engineer and Senior Foreman. When I arrived, Mr. McConnie embraced me and promoted me to Senior Foreman."

He embraced his new role. "T&TEC was a great place to work, with a lot of opportunities," he said. "Many guys wanted to work with me because I used to share my knowledge." He even encouraged many of his

colleagues to join a sou sou or open bank accounts to better themselves. As a mentor, his fellow workers were like family, and he enjoyed the memories of getting together for Christmas and birthday celebrations.

Mr. Seaforth has long since retired from T&TEC, having done so in 1980. After a long and eventful life, he is at peace with himself and is convinced that the good you do for others will come back to you. "I thank God I was able to help people," he said. "Forget things of the world and think about God. Learn to forgive."



September 2016: launch of T&TEC's e-bill.

November 2017: Launch of T&TEC's Mobile App.



2018: The Distribution Call Centre was established.

Executive appointment

After almost 20 years in progressive positions in the Communications Department, Senior Engineer Prakash Mahabir was promoted to Manager effective May 1, 2021.

The holder of a BSc in Electrical and Computer Engineering, Mr. Mahabir joined the Commission as an Engineer in 2001. Since 2014 he acted, at various times, as Manager Communications Department. Mr. Mahabir also acted as Manager, Health Safety and Environment Department and Supplies Department.



Narendra Biptah was appointed Assistant Area Manager, Tobago Distribution Area on June 07. He has a BSc degree in Electrical and Computer Engineering. Mr. Biptah joined the Commission in 2007, as a Engineer-in-Training. After several promotions, at the East Distribution Area, he was most recently promoted to Senior Engineer, Public Lighting Department, before his new appointment.



2011-
2021



2019 - An aerial view of the Cove Power Station, Tobago, showing the newly commissioned GE LM-2500 turbine (centre).

Photo courtesy LS Energia

Employee update

Appointments, Promotions, Re-designations and Departures

APPOINTMENT

NAME	POSITION	AREA/DEPARTMENT
Suraj Ramsawak	Engineer II	System Planning and Research

PROMOTIONS

NAME	POSITION	AREA/DEPARTMENT
Adelle Joseph	Tech Assistant I	Transm Dev & Eng Services
Akeem King	Ganger (Distribution)	Distribution Central
Alejandro Gonzalez	Land Management Officer	Transm Dev & Eng Services
Alvin Ramsingh	Maintenance Technician I	Distribution South
Alyssa Homer-Harrison	H.S.E. Officer	Health, Safety & Environment
Avry Mitchell	Met & Rel Tech II-In-Training	Protection & SCADA
Bainet Hamlet	Dr- Vehicles < 25000 Lbs.	Distribution Tobago
Brendon Kennedy	Met & Rel Tech II-In-Training	Protection & SCADA
Brenton Julien	Jointer 'A'	Transmission Maintenance
Cadell Roberts	Ganger (Distribution)	Distribution Central
Candice Warner-Balkissoon	H.S.E. Officer	Health, Safety & Environment
Carol-Ann Granger-Brasnell	Subsection Leader	Distribution Tobago
Chad Walker	H.S.E. Co-ordinator II	Distribution North
Clint Williams	Mechanic 'A'	Distribution South
Dale Hercules	Met & Rel Tech II-In-Training	Protection & SCADA
Darius Hudson	Mechanic 'A'	Distribution South
Densil Gomez	Logistics Officer	Procurement & Supplies
Desmond Lewis	Driver – Class 5 Vehicle	Distribution Tobago
Dexter Cordice	Communications Technician II	Communications Department
Earle Williams	Operator 'I'	Cove Power Station
Frank O'connell	Mechanical Assistant	Distribution East
Heath Lovell	Jointer 'C'	Distribution East
Hubert Alleyne	Dr – Pole Hole Borer Comb.	Distribution North



2019: T&TEC's Bahamas restoration team (in khaki uniforms and white hats), with their counterparts from the Barbados Power and Light Company Limited. Back row (l-r), Linesman 'A'- Dwayne Peters, Engineer - Jeffrey De Bique, Linesman 'B' Billy George and Jason Williams. Front row, Linesman 'B'- Wade Mc Millian, Linesman 'B' - Rodney Pariagsingh and Linesman 'A' (Hotline) Jacan Salick.

Employee update

Appointments, Promotions, Moving On and Accomplishments

PROMOTIONS

NAME

Iroy Davis
James Solomon
Jason Maxwell
Joanne Corneille-Mugabe
Ken Ramnarine
Kern Blake
Kerryn Rogers
Kevin Ramsook
Koshal Jagmohan
Kwesi Blackburn
Lyndon Joefield
Marina Browne
Marlon Hector
Marlon Leacock
McKoy Murray
Michael Popplewell
Prakash Mahabir
Rene Hanumansingh
Rohini Ramroop- Dhandoal
Ryan Pope
Sasha Darsan
Strisand Murray
Tessa Dwarika
Timothy Joseph
Wendel Boodhai
Whin Hong Choo Lin Chew
Yogaishwar Panchu

POSITION

Line Clearer Supervisor (T)
Commercial Officer
Crew Supervisor
Compliance Officer
Clerk I
Dr – Vehicles < 25000 Lbs.
Estate Corporal
Technical Assistant II
Estate Corporal
Jointer 'C'
Dr – Lr. Ldr./Lift Comb.
Senior Clerk
Dr – Lr. Ldr./Lift Comb.
Driver – Class 5 Vehicle
Driver – Class 5 Vehicle
Technical Assistant II
Communications Manager
Engineer I
Senior Clerk
Crew Supervisor
Clerk I
Engineer-In-Training
Clerk I
Crew Supervisor
Network Technician II
Crew Supervisor
Technical Assistant II

AREA/DEPARTMENT

Distribution Tobago
Distribution Tobago
Distribution South
Procurement & Supplies
Transmission Maintenance
Distribution Tobago
Security - Distribution South
Transmission Maintenance
Security – Distribution Central
Distribution South
Distribution Tobago
Procurement & Supplies
Distribution Tobago
Distribution North
Distribution Tobago
Distribution North
Communications Department
Transm Dev & Eng Services
Procurement & Supplies
Distribution South
Transmission Maintenance
Human Resources Department
Transmission Maintenance
Distribution East
Information Systems
Distribution South
Transmission Maintenance

2011-
2021



2020: Shelly-Ann Maharaj, Subsection Leader, Payments Section, all masked and ready to work during the COVID-19 pandemic.



2020: South Distribution Area employees at work on the 132/12 kV transformer #2 at the Ghandi Village Substation.

RE-DESIGNATIONS

NAME	POSITION	AREA/DEPARTMENT
Gary Cyrille	Senior Supervisor-In-Training	Human Resources
Elvin Hackett	Senior Supervisor-In-Training	Human Resources
Chrystal Joseph	Senior H.S.E. Co-ordinator	Health, Safety & Environment
Nesha Mahabir	Clerk II	Information Systems
J'Leise Orr	Clerk III	Distribution Tobago
Tarun Ramlal	Senior Supervisor-In-Training	Human Resources
Garnesh Ramnarine	Senior Supervisor-In-Training	Human Resources
Dirck Roberts	Senior Supervisor-In-Training	Human Resources
Leandre Yeates	Senior Supervisor-In-Training	Human Resources

DEPARTURES

NAME	POSITION	AREA/DEPARTMENT
Alpheus Ovid	Senior Clerk	Commercial
Alvin Mohan	Crew Supervisor	Distribution South
Andrea Edwards	Telephonist	Business Development & Admin
Carlyle Butcher	Substation Supervisor	Distribution North
David Alexander	Driver – Aerial Lift Truck	Distribution Tobago
Deana Badree-Jagdeo	Clerk II	Public Lighting Department
Denroy Peters	Snr. Supervisor Trans. & Dist.	Distribution North
Dhanraj Basdeo	Driver – Aerial Lift Truck	Distribution South
Harold Collins	Field Controller	Distribution North
Hazel Brown	Admin. Asst. III	System Planning and Research
Jeffrey Gabriel	H.S.E. Co-ordinator I	Health, Safety & Environment
Jeffry Lewis	Crew Supervisor	Distribution North
Junior Baptiste	Substation Supervisor	Distribution East
Mickey Johnitty	Crew Supervisor	Distribution Central
Narace Latchman	Civil Eng. Technician I (PTH)	Transm Dev & Eng. Services
Nigel Herbert	Dr- Lr.Ldr./Lift Comb.	Distribution Central
Peter Burke	Comm Technician I (Trv)	Protection & SCADA
Rawle Roach	Ganger (Supplies)	Procurement & Supplies
Richard Gentle	Dr- Pole Hole Borer Comb.	Distribution South
Roshani Bahall	Senior Clerk	Commercial
Sherree Assoon	Clerk I	Corporate Communications
Varun Hosein	Substation Supervisor	Distribution Central
William Gilbert	Communications Manager	Communications Department



2021: The Minister of Public Utilities, the Hon. Marvin Gonzales (centre) prepares to cut the ribbon to mark the opening of the Roxborough Customer Service Centre. Joining him are (l-r) THA Sec. for Settlements, Urban Renewal and Public Utilities, Clarence Jacob; MP for Tobago East, the Hon. Ayanna Webster-Roy; Chief Secretary, the Hon. Ancil Dennis and T&TEC Chairman, Romney Thomas.

2021: General Manager, Kelvin Ramsook, shows his arm after receiving the 1st dose of the COVID-19 vaccine in an initiative for essential workers. After six vaccination drives, approximately 30% of TTEC employees were vaccinated in this effort to stem infections during the COVID-19 pandemic.





Electricity Take-Over Effective At Midnight

The distribution and transportation services operated by the Trinidad Electricity Board for more than eight years following the takeover of the electric undertaking from the Trinidad Electricity Company, Ltd., passed into the hands of the City Corporation last night and are being run by a board of this body under the Port of Spain Corporation (Electricity) Ordinance.

Also taken over by the City Corporation's board are the merchant and installations departments, which are payable to the Corporation Electricity Board at their head office.

