



**TRINIDAD AND
TOBAGO
ELECTRICITY
COMMISSION**



**Administrative
Report 2013**

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T&TEC PROFILE

The Trinidad and Tobago Electricity Commission (T&TEC) is a body corporate constituted under the provisions of the Trinidad and Tobago Electricity Commission Act, Chap. 54:70 of the Laws of the Republic of Trinidad and Tobago.

T&TEC, also called 'the Commission', is a fully owned State Enterprise with responsibility for meeting the electricity needs of Trinidad and Tobago.

It is the sole electric utility for the twin island Republic and is responsible for the design, construction, operation and maintenance of the country's electrical transmission and distribution network, along with the generation facilities at Cove and Scarborough, Tobago.

T&TEC is also responsible for ensuring that all of the country's generation capacity is adequate to meet the national demand at all times.

Executive Profile

T&TEC has recognized and embraced its role in the socio-economic development of Trinidad and Tobago as it strives to achieve developed country status.

Electricity load demand has been growing rapidly over the last few years primarily because of the country's rapid economic growth. Based on on-going and forecasted industrial, commercial and residential developments, demand is expected to more than double by 2012, from 2008, to 2366MW.

Given its role in Trinidad and Tobago's national development, T&TEC initiated a strategic planning process that provided a road map for transforming the Commission into a more customer oriented, service centric, high performing and financially viable

organisation capable of delivering high quality electricity supply, consistent with the needs of a developing nation.

To this end, T&TEC focused on charting a course for the period 2008 to 2012, by identifying several challenges that had to be addressed.

These included:

- Financial viability challenges
- Availability of skilled human resources
- Anticipating and satisfying customer and stakeholder needs.
- Ensuring that the necessary electricity infrastructure is in place to support the timely development of all sectors of the economy.
- Health, safety, environmental, quality and disaster preparedness concerns
- Reinforcement of the organisations' value systems.

Consequently, T&TEC has set itself the following strategic priorities/key success factors for the next five years:

1. Availability of sufficient generation capacity
2. A well developed, operated and maintained transmission and distribution infrastructure.
3. Satisfied internal and external customers
4. Financial viability and sustainability
5. Health, safety, security, environmental, quality and business continuity consciousness and sensitivity.
6. A high performing, skilled, empowered, dedicated and motivated workforce with patterns of behaviour which reflect the organisations' core values.

The achievement of these strategic priorities over that time line has propelled T&TEC to become a world-class utility, capable of delivering a high quality electricity supply and related services for the improvement of the quality of life for the entire populace of Trinidad and Tobago.

The Commission engaged the participation and involvement of employees and other stakeholders in its strategic planning initiative. This resulted in the formulation of the following:

- Vision and Mission Statements
- Core Values
- Key Success Factors, Broad Strategic Objectives and associated Projects.

Vision Statement

Leadership in Energy Delivery, Excellence in Customer Service...enhancing the quality of life for all.

Mission Statement

To provide a safe, reliable, high quality electricity supply, in an environmentally responsible manner, utilizing best practices, through empowered employees committed to excellence and customer satisfaction.

Core Values

EMPLOYEES

- We value the health, safety and wellness of our employees
- We are committed to creating an environment conducive to the development of a highly empowered and motivated workforce.
- We respect and appreciate the contribution of our employees and their representative bargaining units in achieving T&TEC's objectives.

CUSTOMERS

- We are accessible and responsive to our customers
- We serve our customers with humility and value their comments
- We are dedicated to providing excellent service

LEADERSHIP

- We value effective leadership
- We encourage and foster teamwork, creativity, innovation and excellence
- We encourage the continuous and holistic development of our employees

ETHICAL CONDUCT

- We value integrity, transparency, exemplary conduct, professionalism, accountability, honesty, respect, trustworthiness, equity, fairness and confidentiality

SOCIAL AND ENVIRONMENTAL CONSCIOUSNESS

- We are committed to nation building and the protection and preservation of the natural environment

COMMUNICATION

- We encourage and foster open, effective, respectful and responsible communication

ORGANISATIONAL STRUCTURE

Corporate Structure

A Board of Commissioners appointed by the Government of Trinidad and Tobago and an Executive Management Team headed by the General Manager are responsible for the management of the Commission.

The Commission is structured into six functional Divisions: Administration, Engineering, Finance, Human Resources, Transmission and Distribution. An Assistant General Manager (AGM) who reports directly to the General Manager heads each Division. Other Departments reporting directly to the General Manager are Corporate Secretariat (including Legal and Security), Audit, Corporate Support, Corporate Communications and Regulatory and Compliance.

The General Manager:

The General Manager is responsible and accountable for managing all T&TEC's operations to ensure that customers are provided with a safe, reliable, high quality electricity supply in an environmentally responsible and cost-effective manner. He reports to a Board of Commissioners appointed by the President of the Republic of Trinidad and Tobago. See below to view details of the Commission's Organisational structure.

Administration Division:

The Administration Division co-ordinates and ensures the efficient administration of accounts and transactions relating to the provision of light and power and other services including the fostering of favorable customer relations. It also performs the information technology function and is the procurement centre for electricity components and other inputs. The Division consists of the Commercial, Metering, Information Systems and Supplies Departments.

Engineering Division:

The Engineering Division is responsible for generation planning, generation interface, transmission and sub-transmission systems planning, systems planning and control, communications systems, and system protection. The Division consists of four Departments: Communication Systems, System Planning and Research, Protection and SCADA and Generation Interface and Control.

Finance Division:

The Finance Division is responsible for financial planning and management (inclusive of accounting and reporting) of T&TEC's financial assets. The Division Consists of Financial Planning, Financial Reporting, Risk and Insurance Administration, Pension Plan Administration, Payments, Revenue Accounting, Rates and Regulations and Financial Services.

Human Resources:

The Human Resource Division is responsible for undertaking human resource planning (manpower and retirement), recruitment and selection, training, evaluation, compensation and industrial relations functions. The Health, Safety and Environment Department and the Security Departments report to this Division.

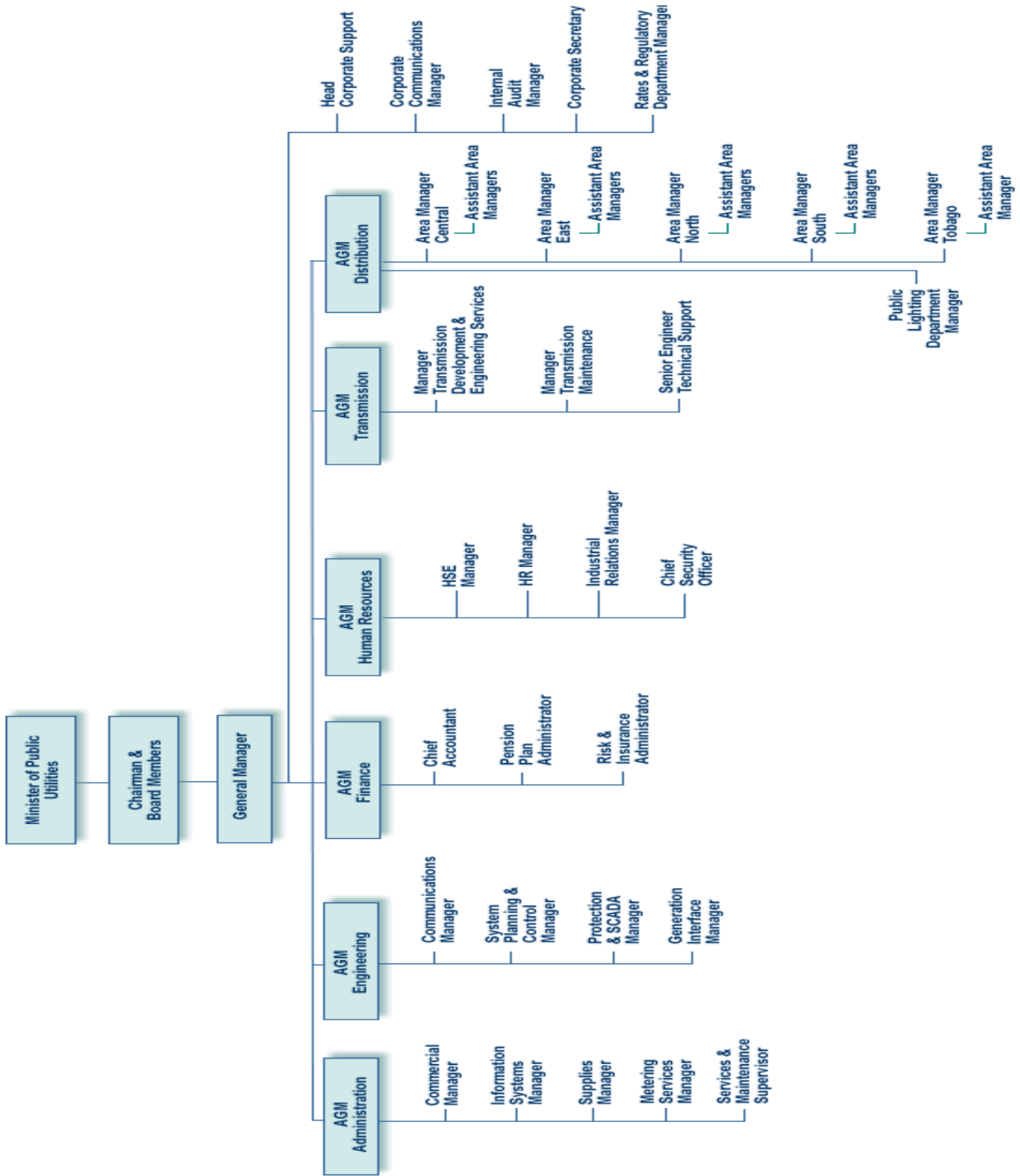
Distribution Division:

The Distribution Division is responsible for planning, designing and developing the distribution network at 12,000 volts and below, operating and maintaining the electricity distribution systems and providing customer service. This Division comprises five (5) Distribution Areas (North, South, East, Central and Tobago), which are managed by Area Managers, and the Public Lighting Department.

Transmission Division:

The Transmission Division is responsible for designing, developing, operating and maintaining the transmission and sub-transmission network comprising transmission lines and substations. The Transmission Division is also responsible for the National Public Lighting Programme. The Division consists of the following Departments - Transmission Development and Engineering Services, Transmission Operations and Maintenance, Technical Support and Training.

Organisational Chart



Services/products and special projects

The Commission provides several services related to the Transmission and Distribution of electricity:

- Opening, closing, transferring and reconnecting an account
- Consultancy services in power system analysis and design. These also include power system studies
- Contracting services – tree cutting, installation of banners/pennants and decorative lighting
- Isolation of supply during maintenance and inspection of internal installation

Legislative and regulatory framework

The Commission is guided in the operation of its business by the following legislation:

- Trinidad and Tobago Electricity Act
- RIC Act 1998
- Freedom of Information Act 1999
- Occupational Health and Safety Act
- Industrial Relations Act

Reporting functions

The Commission reports, as and when required, to the Ministry of Public Utilities regarding its operations. Reports to the RIC are done on a monthly, quarterly and annual basis and cover outages, quality standards, performance indicators and customer service.

POLICIES AND DEVELOPMENT INITIATIVES

T&TEC's Strategic Plan 2010-2016 details Key Success Factors, Strategic Objectives and associated projects to be undertaken by the Commission over the five-year period.

Key projects for each year are detailed on the following pages.

Key Projects for 2013

Key Success Factor-1 Availability of sufficient generation capacity

Strategic Objective No 1

To ensure that the necessary generation capacity is planned and developed to match the load demand with the desired reliability at all time.

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
Demand and energy forecasting	Forecasted System Peak =1,365 MW Actual = 1,348 MW Forecasted Tobago Peak = 44MW PPA energy purchased = 9,143GWh	
<p>Increase Generation capacity at Cove Power Station, Tobago:</p> <p>Implement use of natural gas at Cove to maximise the economic benefits of the dual fired plant.</p> <p>Pursuing an additional generating capacity of 40MW, for an increased capacity of 64MW at Cove Power Plant.</p>	<p>Interconnecting gas pipeline from NGC activated in December 2012.</p> <p>Intake of natural gas commenced in November 2013.</p>	<p>The use of natural gas has resulted in a monthly saving of \$5M in diesel costs.</p> <p>Awaiting approval from the Government appointed team under the MEEA to add the increased capacity for Tobago, via a Power Purchase Agreement (PPA).</p>

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
Acquisition and installation of a new submarine cable between Trinidad and Tobago	Expressions of Interest received and assessed for the supply and installation of a new submarine cable.	<p>The failure of the Toco-Milford Bay #2 submarine cable in February 2012 has resulted in an increased in the monthly diesel expenditure from 2.7M to \$9.5M.</p> <p>An examination by an independent company – Cable Consultants International– Marine Loss Consultants for the Adjuster, and F.E.S. EX Limited for T&TEC, agreed that the cable failed from within.</p> <p>(Insurers had denied liability and T&TEC took legal action. A pre-action protocol letter was sent to the lead insurer in October 2012.)</p>
Upgrade infrastructure to accommodate full 720MW of power from TGU Power Plant	<p>One - 220/132kV Interbus transformer in service.</p> <p>November 2013- Additional 220/132/33 kV MVA transformer acquired and positioned at BC Substation</p>	<p>Outstanding Items: Defective 220/132 kV interbus transformer at BC which faulted in 2012 was returned to the manufacturer in 2013 for repair. New transformer expected to be commissioned in 2014.</p>

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Negotiate Power Purchase Agreements with a view to contracting additional capacity, reducing unit price, increasing efficiency and reducing environmental degradation:</p> <p>Powergen PPA- 94</p>	<p>Completed negotiations with PowerGen for Power Purchase Agreement (PPA'94) for a reduced capacity and 3% reduction in price</p>	<p>Awaiting approval from GORTT to sign the PPA on a date to be determined.</p> <p>NB: Capacity needs will be met from Trinidad Generation Unlimited (TGU).</p>
<p>Expansion of generation capacity to cater for anticipated load demand and growth</p>	<p>220-350 MW Power Station site identified at El Socorro and acquisition cost estimated.</p>	<p>A new site was identified after a halt on the proposed Barataria site.</p> <p>Considerations for the new site:</p> <ul style="list-style-type: none"> • The cost of land acquisition will be a significant part of the capital costs. • The gas pipeline will need to be upgraded to meet delivery pressures from TGU to new power station.

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
Expand testing of renewable generation sources, in keeping with GORTT's renewable energy initiatives	Wind Energy feasibility project in Tobago: Two anemometer stations were purchased and benched tested.	

Key Success Factor – 2

Well-developed, operated and maintained transmission and distribution infrastructure

Strategic Objective No 2.

To ensure that the transmission and distribution infrastructure is developed, operated and maintained to provide a safe, reliable electricity supply to customers.

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Ongoing Project:</p> <p>Expansion of the Distribution Supervisory Control and Data Acquisition (SCADA) system, (aka Distribution Automation System), to allow remote control over several switches on the 12kV system, thereby improving outage management.</p>	<ul style="list-style-type: none"> • Substations controlled by this system increased from 34 to 65. • Auto re-closers controlled by the system increased from 38 to 81 substations. 	<p>Upgrade monitoring and control of all substations to allow for more efficient response to emergencies. The initiative will continue into 2014.</p>
<p>Substation Demand Monitoring Project</p>	<ul style="list-style-type: none"> • 54 out of 74 completed. 	<p>Project will facilitate better demand modelling in system studies and will aid in planning for future needs.</p>
<p>Protection and Scada upgrade</p>	<p>Work completed and commissioned on substations at:</p> <ul style="list-style-type: none"> - Gateway 132kV - Milford Bay 33kV - Syne Village 33kV - M5000 Chaguanas 66/12kV 	<p>Electronic devices are installed to:</p> <ul style="list-style-type: none"> • Detect system faults and to disconnect faulted parts in the shortest time possible- 50milliseconds(mS)

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
Protection and Scada upgrade (Cont'd)	Protection system work commenced at new Substations: <ul style="list-style-type: none"> - Gateway 33kV - San Juan 33/12kV - Ghandi Village 220/132kV 	This reduces the impact of faults on other customers. Remotely monitor equipment at Substations to anticipate faults and to improve response times when a fault occurs
Establish new transmission substations and associated transmission lines Ongoing Projects:	TGU Cluster <ol style="list-style-type: none"> 1. Expansion of Union Estate 220/66kV Substation—20% completed 2. Union/Ghandi 220kV Tower line—<1% completed* 3. Diversion of existing Brechin Castle – Union 220kV tower line into Ghandi Village Substation—6% completed 4. Ghandi Village 220/132/12 kV Substation—31% completed 5. Debe-Gandhi 132kV Tower line—41% completed 6. Reform – Debe 132kV tower line—40% completed 	To develop the infrastructure to transmit power into the transmission/sub-transmission system <i>* Typographical error resulted in this project being reported as 10%, instead of <1%, completed in 2012. However, there were ongoing geotechnical investigations.</i>

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Establish new transmission substations and associated transmission lines</p> <p>Ongoing projects (cont'd)</p>	<p>Gateway Cluster</p> <ul style="list-style-type: none"> • Construction of Gateway 132/33kV substation—95% completed • Sea Lots – Gateway 132kV cable circuit—72% completed* • Bamboo-Gateway 132kV tower line—100% completed • Transfer of 33kV circuits from Port of Spain to Gateway Substation—22.4% completed <p>Westmoorings Cluster</p> <p>Upgrade of Westmoorings 66kV substation to 132 kV—5% completed</p>	<p>To cater for anticipated load growth in north west Trinidad and the eventual decommissioning of the Port of Spain B power plant.</p> <p>* Bamboo-Gateway 132kV circuit reported as a separate project in 2012; it is the same Sea Lots – Gateway 132kV cable circuit project.</p> <p>To cater for anticipated load growth in the western peninsula and the eventual decommissioning of the Port of Spain B power plant.</p>

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Establish new transmission substations and associated transmission lines</p> <p>Ongoing projects (cont'd)</p>	<p>Westmoorings Cluster</p>	<p>Project under review to potentially change the scope.</p>
<p>Establish new transmission substations and associated transmission lines</p> <p>Ongoing projects (cont'd)</p>	<p>Tobago Cluster</p> <ul style="list-style-type: none"> • Upgrade of Milford Bay 66/33kV substation Phase II—Completed. Commissioned November 2013. • Construction of the Cove Milford#1 and #2 66kV circuits upgraded to 114 MVA—Completed. Circuit #1 placed on load on November 17th and circuit #2 placed on load on November 19th <p>Other Projects</p> <ul style="list-style-type: none"> • Wallerfield – UTT #1 & #2 66kV Circuits—99% completed 	<p>To expand the infrastructure in Tobago so as to increase the Generation, Transmission and Distribution capacity of the infrastructure on the island to cater for anticipated load growth to year 2025.</p>
<p>Upgrade of Distribution Substations</p>	<p>Northern Area Substation upgrades:</p> <ul style="list-style-type: none"> - Laventille – 21% completed - San Juan – 77% completed 	<p>Improve reliability in listed and surrounding areas.</p>

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Upgrade of Distribution Substations (Cont'd)</p>	<ul style="list-style-type: none"> - St James – 17% completed - Diego Martin – 45% completed - Independence Square Central - 17% completed <p>Southern Area Substation upgrades:</p> <ul style="list-style-type: none"> - Phillipine – 10% completed - Syne Village – 100% completed - Reform Substation transformer repair – 100% completed <p>Eastern Area Upgrades – New Feeder construction</p> <ul style="list-style-type: none"> - Tunapuna – 100% completed - Freeman Road – 60% completed - Oropune – 90% completed <p>Central Area Upgrades – New Feeder construction</p> <ul style="list-style-type: none"> - Adjoda Road – 85% - Preysal – 50% <p>Substation upgrades</p> <ul style="list-style-type: none"> - Pt. Lisas – 10% - M5000 – 75% - Charlieville – 78% - Claxton Bay -10% <p>Tobago Area</p> <ul style="list-style-type: none"> - Four new feeders (Shirvan Road, Plantation, Friendship, Industrial) constructed out of Cove Substation--100% completed <p>New Substation constructed at Studley Park – 100% completed</p>	<p>Allow better reliability on the windward side of the island.</p>

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Installation of Submarine Cable between Monos Island and Mainland and CronStadt Island and Mainland</p>	<p>45% completed in 2013</p>	<p>The project was delayed as a result of an issue that arose between British Gas and the Commission with respect to the insurance coverage of their pipeline during and after the works. Through negotiations, the rupture coverage of \$50 Million USD was not necessary and it was reduced to abrasion coverage.</p>
<p>Public Lighting Lighting Programme provides streetlights for highways and major roadways and illumination of recreation grounds, parks, courts, civic spaces, police stations, health centres, hospital grounds and other public spaces, as necessary.</p> <p>The programme is funded by the GORTT's Public Sector Investment programme (PSIP) and is executed by T&TEC's Public Lighting Department (PLD).</p>	<p>To date 209 grounds, parks and courts have been illuminated</p> <p>Twenty-nine recreational grounds, parks and courts illuminated in 2013.</p> <p>Major roads:</p> <ul style="list-style-type: none"> - Uriah Butler –Churchill Roosevelt Highway Interchange - Camden to Calcutta #2 Road - Couva North Housing Development - Golconda to Debe Highway 	

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
Repairs to streetlights	1,157 repairs on highways 24,128 repairs on main roads	
Pilot Project to improve road safety with the installation of Break-away Bases on poles	Installation of 61 street lighting Break-away Bases on existing poles: <ul style="list-style-type: none"> - 26 at St Helena Bypass Road - 25 at Preysal Interchange - 10 at Uriah Butler Highway (northbound) 	Break-away Bases reduce the risk of loss of life in a collision by detaching the pole from the ground on impact, causing it to move with the vehicle instead of remaining a stationary object, which can cause significantly more damage on impact.

Key Success Factor – 3

Satisfaction of internal and external customers

Strategic Objective 3:

To achieve the highest level of customer satisfaction through excellence in customer service.

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Ongoing Project:</p> <p>Implementation of new phases of the Geographic Information System (GIS) project to achieve improved response time to customer outages, improved preventative maintenance of field assets and integration with other enterprise systems.</p>	<p>Number of poles targeted for collection– 202,071</p> <p>Actual poles collected- 179,806</p> <p>Related project to associate meters with collected poles/ transformers---- 47% completed.</p>	<p>Pole and meter data are required for precise location of unplanned outages, which will aid in improved response times.</p>
<p>Ongoing Project:</p> <p>Improve customer service through the introduction of new services to provide convenient bill payment options to reduce lines and wait time for all levels of customers.</p>	<p>September 2013: Introduction of Credit Card payment via T&TEC website.</p>	<p>Expansion of credit card payment facilities. Supplements the Automated Credit Card Payment Facility where customers can register to have automated bill payments made from their VISA card or MasterCard</p>

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
Ongoing Project: (Cont'd)	<p>February 2013: launch of Customer Web Access (CWA).</p> <p>3486 registered users at end of 2013</p>	CWA allows customers to track all transactions occurring on their account, including their electricity consumption, make bill payments, request a new service or transfer or cancel an account.
Introduction of a two way Text Messaging System and mobile App for improved communication with customers.	August 2013--- Public invitation for Expressions of Interest issued	System to allow two way communication between T&TEC and its customers for outage notification and outage management
<p>Ongoing Project:</p> <p>Acquire certification in ISO 17025:2005 (laboratory quality systems) for the Metering Department</p>	<p>Milestones completed as part of the certification process:</p> <p>Construct building to house meter testing equipment in a controlled-access environment--- 100% completed</p> <p>Ongoing development of procedures for meter testing.</p> <p>Acquisition of calibration equipment</p> <p>Upgrade of meter testing benches</p> <p>Staff awareness training.</p>	

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Ongoing Project:</p> <p>Acquire certification in ISO 17025:2005 (laboratory quality systems) for the Metering Department (Cont'd)</p>	<p>CAIDI-Customer Average Interruption Duration Index Target- 1.5 Actual-1.28</p> <p>SAIDI-System Average Interruption Duration Index Target- 9.00 Actual-6.63</p> <p>SAIFI-System Average Interruption Frequency Index Target- 6.00 Actual-5.17</p> <p>ASASI-Average System Availability Index Target- 99.90 Actual -99.91</p> <p>Trouble Report Response time Target- 2.00 Actual- 2.01</p> <p>Reports per 1000 customers Target- 4.00 Actual- 3.95</p> <p>12kV faults Target-487 Actual-395</p> <p>Poles Changed Target-3400 Actual-4344</p>	<p>Figures lower than the target indicate better performance</p>

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Human Resources: Improve employee competencies through annual Training and Development Programme</p>	<p>Number of training activities – 154 Number of employees trained -1943</p>	<p>Continued the previous year's major focus on technical and HSE training to improve employee safety and that of Members of the Public.</p> <p>Training and certification of contractors and tree trimmers to improve the reliability of supply by increased vegetation management initiatives</p>
<p>Ongoing Project: Implementation of Global Positioning System (GPS) tracking system for fleet management and outage response</p>	<p>As at the end of 2013, the system was installed in 89 vehicles.</p>	<p>Optimise fleet management system to improve resource allocation, response time to customer outages, communicate via messages between field staff and dispatch.</p>

<p>Improve delivery efficiency by upgrading/ replacing aging fleet</p>	<p>Procurement of vehicles:</p> <ul style="list-style-type: none">• 10 aerial lift trucks with 55 ft insulated articulated/telescopic and material handling capabilities.• 5 – 4x4 double cab vehicles	
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Key Success Factor – 5

Health, safety, security, environmental, quality and business continuity consciousness and sensitivity.

Strategic Objective No 5

To ensure that health, safety, security, environmental, quality and business continuity management systems are developed and integrated in all of T&TEC's business operations.

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
Implementation of ISO 9001:2008 Quality Management Systems to certification status in all of T&TEC's Transmission and Distribution operations	<p>Two surveillance audits were completed in the Southern Distribution Area, as part of the re-certification process.</p> <p>Regular Management Review Meetings were held with the ISO Consultant for the South re-certification and the Commission-wide certification, as well as awareness sessions, internal and external audits for the Commission.</p> <p>Distribution South re-certified.</p>	Implement systems to the improve Commission's processes/ procedures to an international standard.
Health Safety Environment (HSE) Department continues its programme to improve overall safety coverage and awareness and comply with the OSH Act and other safety regulations	<p>Completed annual Risk Assessment for all categories identified.</p> <p>Category 1 – Field employees Category 2 – Office/Field employees Category 3 – Office employees Category 4 – Members of the Public Category 5 – Buildings and Compound</p>	Work to be efficiently executed in a safe and reliable manner.

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Design training to support the Commission's efforts to a safer more efficient organisation</p>	<p>Safety activities focused on:</p> <p>Development of work instructions</p> <p>Development of Near -Miss forms for improved reporting structure.</p> <p>Acquisition of Flame Retardant Clothing (FRC) for environments exposed to arc flashes</p> <p>Weekly site audits by managers and supervisors for each Area</p> <p>Implementation of stringent safety requirements for users of T&TEC's infrastructure, which are now included in all contracts on renewal.</p>	
<p>Compliance with the OSH Act and other safety regulations</p>	<p>Completion of 2013 audits inclusive of:</p> <ul style="list-style-type: none"> • Ergonomic arrangement for office employees at Distribution East. • Correct use and accuracy of completed Job Hazard Analysis (JHA) forms • Use of contractor IDs at worksite • Chemical Safety programme implementation and inventory. 	

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
Implementation of ISO 14001 Environmental Management Systems	Lloyd's registrar Quality Assurance ltd re-certified Distribution Central and Tobago after an independent audit. Several environmental awareness sessions and audits of Distribution Central and Tobago were conducted	
Incident Prevention Plan	Committee meetings – 76 Department Inspections – 2897 Audits - 07 Recordable injuries as at November 2013 – 83	Part of the Commission's Safety management System, designed to reduce the number of incidents by monitoring and implementation of recommendations for improvements.
Upgrade of inter-island communication system to improve point to point communication, improve reliability, speed and capacity.	Installation of repeater at French Fort to improve communication between Distribution Tobago, Control Room, Cove Power Plant and Distribution East. Communication towers refurbished. Upgrade projects at Distribution Central, Toco Link and Phillipine Substations. Exchanges were networked at all Distribution Areas and Mt. Hope	
Expansion of Aerial fibre optic cables to improve human and technical communication (Communication Assisted Protection Schemes) within the Commission.	101.0 km of cable expanded, bringing the total to 802.7km.	

Key Success Factor – 6 A high performing, skilled, empowered, dedicated and motivated workforce with patterns of behaviour which reflect the organization's core values

Strategic Objective No 6.

To ensure the development of a caring and service oriented organizational culture, that promotes trust, respect, open communication, empowerment of employees, teamwork and recognition and reward system for employees' performance

Specific Objectives for 2013	Results/Outcomes	Remarks and Recommendations
<p>Build a stable industrial relations climate: Build positive Employee/Management relationships</p>	<p>Summary of IR Matters</p> <ul style="list-style-type: none"> • OWTU Total settled– 8 Total ongoing – 78 • EPA Total settled– 4 Total ongoing – 7 • SSA Total settled– 0 Total ongoing – 19 <p>Negotiations with OWTU for 2012-2014 continue. Four bilateral agreements were signed settling non costs items.</p> <p>Negotiations for EPA for a new collective agreement for the period 2012-2014 remain outstanding as the EPA has not submitted proposals.</p> <p>Negotiations for SSA for a new collective agreement for the period 2009-2011 is at the Industrial court. No proposal has been submitted for the period 2012-2014</p>	<p>It is expected that efforts will be made by all to match these enhanced benefits with increases in productivity.</p>

FINANCIAL OPERATIONS

Budget Formulation

T&TEC's financial year runs from January to December each year. Budget estimates are prepared by Heads of Departments in July of the current year and forwarded, through the Finance Division, to the Board of Commissioners for approval. The Commission does not currently have a Debt Policy or Investment policy. Internal Audit and Procurement Functions are guided by approved General Instructions.

Trinidad and Tobago Electricity Commission

Statement of Comprehensive Income
For the year ended December 31, 2013

	Notes	Year Ended 31 December	
		<u>2013</u> \$' 000	<u>Restated</u> <u>2012</u> \$' 000
Revenue			
Sale of electricity		<u>2,929,901</u>	<u>2,827,327</u>
Expenditure			
Generation		2,066,685	1,975,922
Transmission and distribution		584,827	588,233
Engineering		27,130	25,405
Administrative		171,071	134,695
Depreciation	13	629,097	484,648
Net pension cost	3	<u>145,551</u>	<u>140,692</u>
		<u>3,624,361</u>	<u>3,349,595</u>
Deficit from operations		(694,460)	(522,268)
Interest and finance costs	14	(364,034)	(332,056)
Dividend from subsidiary		80,407	119,538
Other income	16	<u>61,761</u>	<u>96,048</u>
Net deficit for the year		(916,326)	(638,738)
Other Comprehensive Income:			
Items that may never be reclassified to surplus / deficit			
Pension Re-measurements / Actuarial gain / (loss)	3	304,266	(53,773)
Total Comprehensive Loss for the year		<u><u>(612,060)</u></u>	<u><u>(692,511)</u></u>

INTERNAL AUDIT FUNCTION

**Internal Audit functions at T&TEC are governed by
General Instruction No: GM26/0806**

1.0 OBJECTIVES

- 1.1 To facilitate the Board and Management in the governance of the Commission by conducting reviews, audits and investigations into its operations.
- 1.2 To determine whether resources are being use effectively and efficiently for the intended purposes and in accordance with the Commission's policies, procedures, instructions and best practices.
- 1.3 To assist management in the attainment of the Commission's Objectives.

2.0 GENERAL

Internal Auditing is a systematic, objective appraisal by internal auditors of the diverse operations and controls within an organization to determine whether: -

- Financial and operating information is accurate and reliable
- Risks to the enterprise are identified and minimized
- External regulations and acceptable internal policies, systems and procedures are followed.
- Approved accounting standards which are to be defined, are met.
- Resources are used efficiently and economically.
- The Organization's objectives and mission are effectively achieved.

- 2.1 The Internal Audit Function has been established with the purpose of assisting all levels of Management and the Board in the effective discharge of their responsibilities. The Internal Audit Manager is concerned with any facet of activity where he/she can be of service to Management.
- 2.2 The Internal Audit Manager must have the support of the Executive Management and the Board so that he/she can gain the co-operation of auditees and perform his/her functions independently and free from interference. He/she should be kept apprised of all policy decisions and changes and be included in the development of all systems and procedures. Likewise he/she should have free access to the files, records and information of the Commission.
- 2.3. There shall be in existence an Audit Committee comprising Members of the Board, the General Manager as an Ex-Officio member and the Internal Audit Manager as Secretary.
- At the start of each year, the Audit Committee approves the Schedule of Audits, which will be conducted by the Internal Audit Department during that year.
- 2.4. The Internal Audit Manager reports administratively to the General Manager but has unrestricted access to the Members of the Commission through the Audit Committee.
- 2.5. The review by the Internal Audit Manager does not, in any way, relieve other officers in the Organization of the responsibilities assigned to them.

3.0 RESPONSIBILITIES OF THE INTERNAL AUDIT MANAGER

The Responsibilities of the Internal Audit Manager are divided broadly into the following: -

3.1 Audit Committee

Provide Administrative and Technical support to the Audit Committee in order for it to achieve its objectives – namely good governance of the Organization.

3.2 Accounting and Related Matters

3.2.1 Reviewing and appraising the soundness, adequacy and application of accounting and related controls and promoting effective control at reasonable cost.

3.2.2 Ascertaining the extent to which the Commission's assets are accounted for and safeguarded from frauds and losses of all kinds.

3.2.3 Reviewing and verifying the reliability of accounting and related management data developed within the Commission.

3.2.4 Carrying out from time to time such special studies and audits as directed by the Board or the General Manager.

3.3 Other than Accounting and Related Matters

- 3.3.1 Ascertaining the extent of compliance with established policies, system, plans, procedures, rules and the law as it affects the Commission and the means established to ensure such compliance.
- 3.3.2 Reviewing and verifying the reliability of Management data, other than accounting data.
- 3.3.3 Appraising the quality of performance in carrying out assigned responsibilities other than in accounting and related matters.
- 3.3.4 Appraising the economy, efficiency and effectiveness with which resources are employed.

4.0 INTERNAL AUDIT REPORTS

4.1 When an audit is completed, it becomes necessary to present the results to Management. Before writing the formal report, the Internal Audit Manager, through the Internal Audit Supervisor, will review with the Auditee or the most senior member of the Department/Section concerned, the objective and scope of the audit, the findings and the proposed recommendations. Such a procedure has the following advantages: -

- 4.1.1 It permits the Auditee or relevant Supervisor to take immediate corrective action – this being ultimate objective.

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- 4.1.2 It permits inclusion in the Audit Report of a statement corrective action to be taken.
 - 4.1.3 It assists in eliminating any unsound or impractical recommendations from the Audit Report since the Auditee should point out any such weaknesses.
 - 4.1.4 It eliminates areas of disagreement or controversy from the report or at least permits a concise statement and interpretation of the points raised.
 - 4.2 The Internal Audit Manager through the Internal Auditor will review the final report with the relevant Head of Department before issuing.
 - 4.3 The Internal Audit Manager will issue his/her report requesting comments on the action taken in a certain time frame – usually within twenty-one (21) days or such period depending on the project involved.
 - 4.4 The Auditee's immediate Divisional Head will receive a copy of the report.
 - 4.5 Based on the Auditee's non-response, a report on the current status will be sent to the General Manager for his/her attention within twenty-eight (28) days.
 - 4.6 The General Manager will liaise with the Assistant General Managers where reports have not been responded to or to arbitrate where differences still exist between Auditor and Auditee.

- 4.7 Where recommendations made by the Internal Audit Manager are not met, then as he/she sees fit, the General Manager and the Audit Committee should become involved to resolve the impasse, which has developed.
- 4.8 On a monthly basis, the Internal Audit Manager will provide the Audit Committee with a concise outline report of the audit finding and recommendations made.

5.0 FOLLOW UP REVIEWS

The Internal Audit Manager will arrange follow up checks on any corrective action to be taken. This may be handled by correspondence or personal visits for the purpose. Any relevant comments will be included in the subsequent reports to the Auditee, the Assistant General Managers, the General Manager and the Audit Committee.

6.0 OTHER

- 6.1 To enable the Internal Audit Manager and his/her staff to carry out the scope of the audit schedule, it is necessary for all officers to give their fullest co-operation during the course of the audit reviews. However, before an audit review commences, the Internal Audit Manager or his/her relevant audit staff, will inform the Head of Department or in the absence of the Head of Department the next Senior Officer, that a review is about to take place.
- 6.2 All Internal Audit staff will, carry identification cards, which will be presented when undertaking an audit.
- 6.3 All information of every kind including and not restricted to records and books of accounts, would be treated with the strictest confidentiality. All new staff

members must attest to the “Declaration of Confidentiality” as per the attached Appendix. It is also expected that all current employees will abide by this Code due to the environment in which they find themselves. All records, data, etc. developed in the course of audits remain the property of the Commission.

6.4 In the conduct of the Internal Audit Function, the Internal Audit Manager and his/her staff will be guided by the Internal Audit Charter, a copy of which is attached to this Instruction.

PROCUREMENT PROCEDURES

**T&TEC's procurement process is governed by
General Instruction No: A12/1309**

1.0 OBJECTIVES

- 1.1 To ensure that the procurement process facilitates the Commission's accomplishment of its overall goals and strategic objectives.
- 1.2 To ensure there is transparency, openness, fairness, consistency, efficiency, probity and accountability in the procurement of plant, equipment, materials, goods and services and these tenets are adhered to throughout the organisation.
- 1.3 To ensure that procurement of plant, equipment, materials, goods and services are conducted within the applicable Laws and meet the Commission's legal obligations.
- 1.4 To ensure that in the procurement of all required plant, equipment, materials, goods and services adequate standards are met and prices are the best that can be obtained, all things being considered.
- 1.5 To ensure that locally made or processed items and locally offered services are given preference within the limits of reasonable economic operations.

- 1.6 To ensure best value for money is obtained and there is effective competition and full and fair opportunity for all eligible suppliers.

2.0 PROCUREMENT STRATEGY

The procurement strategy will be dependent on: -

- Type of goods and services
- Value and associated risk
- Suppliers' profile
- Timing and availability

3.0 TENDERS AND CONTRACTS AND MANAGEMENT COMMITTEES

OPEN TENDER

This method is used where the value of materials, goods and services is TT\$30,000 and over, the potential suppliers are two (2) or more and should not be used for emergency procurement.

3.1 Constitution and Powers

3.1.1 The composition and rules of operation of the Tenders and Contracts Committee (which is a Sub-Committee of the Board) shall be determined by the Board from time to time.

3.1.2 The Management Committee shall comprise a group of officers as listed in 12.2.1 or 12.2.2 and shall be constituted for the purpose of opening tenders in accordance with 12.2 - "Opening of Tenders" - as applicable.

4.0 ADVERTISING OF TENDERS

- 4.1 Whenever invitations to tender are advertised or selectively issued the requirements regarding the adequate and timely submission of documents as stated in the “Instructions to Tenderers” shall be included in the tender documents furnished to prospective Tenderers.
- 4.2 The advertised closing dates should coincide, in so far as is possible, with the scheduled dates of the Management Committee Meetings convened from time to time for the purpose of opening tenders.

5.0 PREQUALIFICATION

Where tenders are invited other than by public advertisements, tenderers shall be prequalified and the list of Tenderers must be approved by the General Manager before business is conducted with the Trinidad and Tobago Electricity Commission (T&TEC).

6.0 TENDERS IN EXCESS OF TT \$5 Million

Where the estimated cost of a tender is in excess of TT\$5 million, tenderers shall be required to submit their most recent Audited Financial Statements, which shall not be more than 18 months prior to the closing date of the tender.

7.0 PUBLIC OPENING

Tenders for non-stock items valued at TT\$2,000,000 and over and stock items valued at TT\$4,000,000 and over are to be opened by Public Opening.

The following conditions will apply: -

The rules governing the public opening shall be explained. Only bid prices will be announced.

No discussion/explanations on the bid will be entertained.

8.0 TENDER DOCUMENTS PACKAGE

8.1 The “Instructions to Tenderers” should form part of the package of tender documents to be collected by the Tenderers.

8.2 A non-refundable fee shall be charged for all tender document packages. The method of payment shall be in cash or bank draft. The fee shall be determined by the Supplies Manager or the Head of Department as applicable, but in any event shall not be less than TT\$50.00.

8.3 It is critical for purposes of identification of bona fide tender applicants that a record is kept by the Supplies Department or the relevant department with respect to payment for tender documents. Only one (1) tender submission will be permitted for each paid package.

9.0 PREPARATION AND SUBMISSION OF TENDERS

9.1 Tender documents and all correspondence relating to them shall be in English and contain one (1) original and one copy in a sealed envelope with the tender number boldly marked on the face of the envelope and addressed to: -

**The Secretary,
Tenders and Contracts Committee,
Trinidad and Tobago Electricity
Commission, L.P. #846 Southern Main Road
King Village, California
Trinidad and Tobago, West Indies.**

- 9.2 The Tender must be placed in the Tenders Box at the address in Section 9.1 above not later than the stipulated closing date and time.
- 9.3 The information provided in the Tender shall be kept confidential.

Any tenders received by T&TEC after the deadline for receipt of tenders shall be rejected and returned to the Tenderer after the opening session.

Tenders submitted by facsimile or any other electronic means shall not be accepted.

10.0 CONTENTS OF TENDERS

- 10.1 The Tender to be prepared and submitted by the Tenderer shall, in accordance with the requirements stated in the documents, comprise: -

10.1.1 The completed "Form of Tender"

10.1.2 The tender guarantee or bond where applicable.

- 10.1.3 The unit price schedule and Bill of Quantities.
- 10.1.4 Schedules of supplementary information.
- 10.1.5 If the tender document stipulates that an after sales service is required, confirmation of the means of providing such service.
- 10.1.6 If applicable, the list of spare parts with unit prices.
- 10.1.7 Where appropriate, additional guarantees proposed by the Tenderer concerning the period of performance or anticipated life span.
- 10.1.8 The tender price, currency and terms of payment.
- 10.1.9 Any other information, which will assist in the evaluation.
- 10.2 There should be no erasers or no “white off” used on the tender document, all changes shall be “crossed off”, corrected and initialled by the tenderer.
- 10.3 The tender shall be signed by the Tenderer or by his/her duly authorised agent.

11.0 **PERIOD OF VALIDITY**

11.1 All bids shall be valid for at least ninety (90) days from the closing date of the tender.

11.2 In exceptional circumstances T&TEC may request from the Tenderers, a specified extension to the period of validity.

12.0 **INVITING AND OPENING OF TENDERS**

12.1 **INVITING TENDERS**

12.1.1 Non-**stock Items and Contracts for Services**

- Values up to TT\$30,000 shall be authorised by the Head of Department
- Values up to TT\$200,000 shall be authorised by the Divisional Head
- Values over TT\$200,000 shall be authorised by the General Manager

12.1.2 Stock **Items**

Values up to TT\$30,000 shall be authorised by the Head of Department

Values up to TT\$200,000 shall be authorised by the Divisional Head

Values over TT\$200,000 shall be authorised by the General Manager

12.2 **Opening of Tenders**

12.2.1 A Management Committee comprising any three (3) of the following officers, one of whom shall be an Assistant Area Manager, a Head of Department or above, shall be authorised to open tenders for stock items up to TT\$4,000,000 and non stock items and contracts for services up to TT\$2,000,000 in value: -

General Manager

Assistant General Manager - Administration

Divisional Head

Head of Department Assistant Area Manager

Senior Engineer

Senior Accountant

Senior Personnel Officer

Senior Industrial Relations Officer

Senior Analyst

Assistant Corporate Communications Manager

Senior Commercial Officer

Technical Assistants I & II

Commercial Officer

All Managerial staff with the exception of those assigned to Internal Audit and Legal Departments.

12.2.2 Tenders of estimated value more than TT\$4,000,000 for stock items and more than TT\$2,000,000 for non stock items and contracts for services, shall be opened publicly at 12:00 noon on the closing date by a Special Management

Committee comprising the General Manager (Chairman), the Senior Executive Officers and a Legal Officer. Other Members includes the Area Managers, Assistant Area Manager, the Pension Fund Administrator and the Chief Accountant.

A quorum for the meeting shall comprise either: -

- The General Manager, two (2) Senior Executives and a Legal Officer

or

- Three (3) Senior Executives and a Legal Officer.

In the absence of the General Manager, the Chairman for the meeting shall be a Senior Executive Officer chosen by agreement from among the Senior Executive Officers present.

12.2.3 The Secretary to the Tenders and Contracts Committee shall process all invitations and openings of tenders and proposals for more than TT\$30,000.

12.2.4 Secretary to the Committees: -

Any one of the following Officers could assume the role of Secretary: -

- Supplies Manager
- Inventory
- Coordinator
- Supplies Officer

12.3 **Procedure for Opening the Tender Box**

12.3.1 The Tender Box shall be opened immediately after the closing of the Tender, its contents taken out and the Tender Box closed immediately thereafter.

12.3.2 Any two (2) of the following Officers shall be present at the opening of the Tender Box: -

- Supplies Officer
- Inventory
- Coordinator
- Stock Control Officer

12.3.3 The number of envelopes received shall be recorded.

12.4 **Procedure for Opening Tender Documents**

12.4.1 Immediately after the Tender Box has been opened, the Management Committee shall meet and open tender documents.

12.4.2 At this opening, the relevant Management Committee shall ensure that the tender number is on the outside of the tender document. A Reference number is assigned to each quotation, the date of opening inserted and the documents signed by the relevant Committee members.

12.4.3 Late submissions shall be rejected.

12.4.4 After the opening of the tenders, information relating to the examination, clarification, evaluation and comparison of tenders shall not be disclosed to Tenderers or other persons not officially concerned with the process.

13.0 EVALUATION OF TENDERS

- 13.1 Tenders shall be evaluated by the appropriate officer(s). The tender documents are checked for compliance with the tender instructions and a decision taken to accept the tender for further evaluation or reject it for inadequate information.
- 13.2 The tenders are then evaluated for technical compliance. In general, proposals that meet the specifications shall be ranked equally and those that do not meet the same shall be rejected.
- 13.3 In certain cases, tenders may be given special consideration on the basis of the technical proposal but the reasons should be clearly detailed in the evaluation report.
- 13.4 Tenders meeting the requirements of Section 13.2 above shall be assessed and ranked on the basis of the financial proposals. This assessment shall include a comprehensive evaluation and comparison of the commercial and contractual terms proposed by the Tenderers.
- 13.5 Where applicable and in addition to determining the technical and financial merits of the tender, assessment will include evaluation of the experience and past performance of Tenderers.

- 13.6 In the circumstances where T&TEC finds it necessary to clarify the terms and conditions of the tender, all Tenderers, shall be informed in writing.
- 13.7 Where interviews with Tenderers are required for purpose of clarification, at least two (2) officers shall comprise the interview panel and the same panel shall interview all Tenderers from whom such clarification is needed.
- 13.8 The evaluation of tenders is confidential and T&TEC is under no obligation to divulge the results of its evaluation to any Tenderer or outside party.
- 13.9 Any attempt by a Tenderer to influence T&TEC in the process of examination, clarification, evaluation and comparison of tenders and in the decision concerning the award of the contract, shall result in the rejection of the tender.
- 13.10 The evaluation must include a clear recommendation as to the award of the tender and the reasons thereof.
- 13.11 Tender prices shall be quoted in TT\$ or US\$.

14.0 AWARD OF TENDERS

The Commission may or may not award a tender to the lowest or any other Tenderer. The Commission may award a tender as a whole, or in part, or not at all. When a decision is taken not to award a tender, the cancellation of the tender shall be submitted for approval in the same manner as the award of a

tender on the standard Form A12/1309 – Tender Recommendation and Award Sheet (Form C). The same limits for the award of a tender shall apply to the cancellation of a tender and the estimated cost shall be used as a guide.

When a decision is made to award a tender the following applies: -

14.1 **Stock Items**

14.1.1 Stock items are all items of plant, equipment and materials, which are included in the Stores Catalogue maintained by the Supplies Department.

14.1.2 Items shall be added to or excluded from the Stores Catalogue on the authority of the Assistant General Managers - Transmission, Distribution and Engineering as appropriate and the General Manager in writing, who shall consider recommendations from the Standards Committee in this regard. (Refer to General Instruction GM18/1303)

14.1.3 The Supplies Manager shall award tenders up to TT\$30,000 in value and forward a weekly, monthly and quarterly summary to the Assistant General Manager – Administration.

14.1.4 Tenders up to TT\$200,000 in value shall be awarded by the relevant Divisional Head and a weekly, monthly and quarterly summary forwarded to the General Manager.

14.1.5 Tenders up to TT\$1,000,000 in value shall be awarded by the General Manager and a monthly summary forwarded to the Tenders and Contracts Committee at a subsequent meeting.

14.1.6 Tenders up to TT\$25M in value shall be awarded by the Tenders and Contracts Committee and a summary forwarded to the Board at a subsequent Board Meeting.

14.1.7 Tenders more than TT\$25M in value shall be awarded by the Board.

14.1.8 A report of all tenders awarded for values over TT\$5M, shall be submitted for the information of the Minister no later than seven (7) days following the end of each month.

14.1.9 Statistics of awards for similar items as well as the performance of Tenderers must be kept by the Supplies Manager.

14.2 **Non-Stock Items and Contracts for Services**

14.2.1 Heads of Departments shall award tenders up to TT\$30,000 in value and forward a weekly, monthly and quarterly summary to their respective Divisional Head and Supplies Manager.

14.2.2 Divisional Heads shall award tenders up to TT\$200,000 in value and forward a monthly and quarterly summary to the General Manager.

14.2.3 The General Manager shall award tenders up to TT\$1,000,000 in value and forward a monthly summary to the Tenders and Contracts Committee at a subsequent meeting.

14.2.4 Tenders of up to TT\$25,000,000 in value shall be awarded by the Tenders and Contracts Committee and a monthly summary forwarded to the Board at a subsequent meeting.

14.2.5 Tenders more than TT\$25,000,000 in value shall be awarded by the Board.

14.2.6 A report of all tenders awarded for values over TT\$5M shall be submitted for the information of the Minister no later than seven (7) days following the end of each month.

14.2.7 Statistics of awards for similar items, as well as the performance of Tenderers, must be kept by the Supplies Manager.

15.0 COMMUNICATION AND NOTIFICATION OF AWARD OR CANCELLATION

15.1 Unless otherwise specified in the tender dossier, communication between T&TEC and Tenderers shall be sent by post, email, facsimile transmission, courier service or personal delivery, to the appropriate addresses designated by these parties for the purpose.

- 15.2 Prior to the expiry of the three (3) months period of tender validity, T&TEC shall notify the successful Tenderer in writing that his tender has been accepted.
- 15.3 T&TEC shall not be obligated to state the reasons for its choice nor to enter into any discussion or correspondence with any Tenderer on the results of the invitation to tender.
- 15.4 Unless otherwise provided in the tender dossier, within 15 days of the notification of award, the successful Tenderer shall sign and return to T&TEC the letter of acceptance together with his performance bond/guarantee as applicable.

**16.0 PERFORMANCE BOND/GUARANTEE (RE DELIVERY) AWARDS
MORE THAN US\$50,000**

- 16.1 For tenders where values exceed US\$50,000 a performance bond may be requested at the discretion of the Management.
- 16.2 If a bond is required, the successful Tenderer shall, within 15 days, after receipt of the notification of the award of the tender, furnish to T&TEC a performance bond/guarantee for delivery of goods and services. The amount of the bond/guarantee shall be as specified in the tender documents and shall be 10% of the tender price. The form of bond/guarantee shall be outlined or alternately a standby Letter of Credit or Certified Cheque.

- 16.3 Upon successful performance of the contract, the Bond will be released or monies refunded as applicable, but will be forfeited in the event of withdrawal or poor performance.
- 16.4 With respect to delays in performance, liquidated damages will be deducted at a rate of 1% of the value of the contract for every week or part thereof to the maximum amount of 10% of the Contact/Purchase Order value.
- 16.5 Tenderers are required to disclose separately in their quotations any charges associated with the establishment of Performance Bonds. If the Commission decides to waive this requirement the tender would then be amended exclusive of these charges.
- 16.6 The General Manager shall approve all requests to waive the bond requirements.

17.0 SELECTIVE TENDERING

This method is used where the value of goods and services is TT\$30,000 and over, the potential suppliers' profiles are well known and the time span for delivery is relatively short. However it should not be used for emergency procurement.

- 17.1. Heads of Departments may request the Supplies Manager to invite tenders for the procurement of plant, equipment, material, goods and services for individual jobs of values more than TT\$30,000.

- 17.2 In such cases, all necessary documents including approximate prices, delivery period and the names of at least six (6) proposed Tenderers shall be submitted on the appropriate Form B to enable tenders to be obtained.
- 17.3 In cases where less than six (6) proposed Tenderers are submitted an explanation shall be given.
- 17.4 The Supplies Manager shall request recommendations from the appropriate Divisional Head and obtain the approval to invite tenders.
- 17.5 Approval for requests of values up to TT\$200,000 shall be given by the Divisional Head and by the General Manager for values up to TT\$2,000,000.
- 17.6 The Tenders and Contracts Committee through the General Manager shall give approval for all requests of values up to TT\$10,000,000.

18.0 PROCUREMENT WITHOUT TENDER

This method is used where: -

- Contracts have been awarded
- Services have been retained by the Board
- It is not cost effective to tendered
- Required delivery times are relatively short.

18.1 **Procurement with Quotations**

18.1.1 Heads of Department are authorised to invite quotations and award contracts for equipment, materials, goods and services for individual jobs up to the value of TT\$30,000. The authorization

limits for Divisional Heads shall be TT\$200,000; the General Manager TT\$1,000,000. The Tender and Contracts Committee TT\$5,000,000 and the Board, values over TT\$5,000,000. In general, at least three (3) quotations in writing shall be obtained. In addition, Officers as listed in 12.2.1 with the exception of officers who do not report directly to a Head of Department, shall approve the associated Purchase Requisitions.

18.1.2 The Area Administrative Officer/ Senior Engineer/ Assistant Area Manager and another officer as applicable should endorse the Purchase Requisition to comply with the relevant procedures.

18.1.3 **Services and Supplies retained on Contracts**

Heads of Departments may approve Purchase Requisitions and Purchase Orders for materials, goods and services of values less than TT\$30,000, and Divisional Heads for values up to TT\$1,000,000 where services have been retained by the Board or contracts have been awarded through tendering or otherwise. Such commitments shall be confined to transactions such as: -

Fuel
Bulk Power
Leases, rents, rates and taxes
Legal fees
Medical fees
Telephone bills
Advertising
Transport services for clearing goods from Ports
Gasoline for and servicing of vehicles
Cleaning offices
Employees' Benefits and Loans

All other similar transactions of values more than TT\$1,000,000 shall be referred to the General Manager for direction.

18.1.4 **Single Supplier: Contractor and/or Original Manufacturers**

Heads of Department are authorised to approve Purchase Requisitions and Purchase Orders for materials, goods and services to a sole supplier; contractor and or original manufacturer for values up to TT\$30,000. However, it must be clearly demonstrated in the case of the sole supplier that there are no other supplier of the materials, goods or service locally and will be impractical to source the materials, goods and services from overseas.

Similarly materials, goods and services procured from original Manufacturer must be in relation to the servicing and upkeep of

machinery and equipment acquired from the original manufacturer.

19.0 DIRECT PROCUREMENT WITHOUT QUOTATIONS
MULTIPLE SUPPLIERS AND GENERIC GOODS AND SERVICES

This should be used only where the following three (3) conditions are met:-

- 19.1 The value of the materials, goods or services is under TT\$5,000.
- 19.2 The purchase of the materials, goods and service on an as required basis and is not practical to aggregate separated orders, and
- 19.3 The cost of obtaining quotes or tenders would be out of proportion to the value of the benefits to be determined and is it is impractical in the given circumstances.

20.0 EMERGENCY PROCUREMENT

Heads of Department are authorised to approve Purchase Orders for emergency procurement of materials, goods and services for values of up to TT\$30,000.

This should be used only in genuinely unforeseen urgent situations where the following conditions are present.

- 20.1 Life, property or equipment is immediately at risk and the condition needs to be corrected or averted without delay.

- 20.2 The Commission's other procurement methods cannot be effectively utilised.
- 20.3 Where practicable the Head of Department or the next in command should be informed and verbal approval given before any expenditure is incurred possible.
- 20.4 The expenditure must be ratified as soon as possible in less than three (3) working days.

A Monthly report of all Emergencies procurements should be sent to the respective Divisional Heads/ General Manager by the end of the second (2nd) week, following the month in which the procurements were made. The report should include inter alia, the value and the justification for the procurement.

The authority for approval for such requests shall be as follows: -

- Values of up to TT\$30,000 – Head of Department
- Values of up to TT\$200,000 – Divisional Heads
- Values of up to TT\$1 Million – The General Manager

21.0 AUTHORITY OF THE SUPPLIES MANAGER

21.1 Stock Items

21.1.1 For requests of values up to TT\$30,000 the Supplies Manager shall initiate requests to invite tenders, proposals or quotations

for stock items and shall follow the procedure outlined in 16.0 above.

21.1.2 For estimated values more than TT\$30,000 the Supplies Manager shall obtain specifications and final lists on the appropriate Form A for public advertisement or for selective tendering, with the names of at least six (6) proposed suppliers for each item, where practicable.

The Assistant General Managers - Transmission, Distribution or Engineering as appropriate shall review the final lists and specifications and shall make recommendations before sending the documents to the Assistant General Manager - (Administration) or the General Manager for approval/non approval to invite tenders.

21.1.3 The Supplies Manager shall arrange for tenders to be invited. Tenders shall be evaluated and recommendations made on the appropriate Form C as well as on the attached Appendix I or II as appropriate. After awards have been made, the Supplies Manager shall raise the required Purchase Requisitions.

21.1.4 For estimated values more than TT\$30,000 the Supplies Manager may request approval to place Purchase Requisitions for certain categories of stock items, without the necessity for comparative tenders or quotations.

All such requests shall be made on the appropriate Form D giving reasons for not inviting tenders and details of

expenditures. These requests shall be processed in the same manner as that outlined in Section 18.1.3. These requests may include: -

- Emergency purchases
- Spares for plant and equipment
- Materials and services where only one (1) Supplier or contractor is available

A monthly summary with appropriate details of all approved Form D's should be submitted to the General Manager.

21.2 **General**

21.2.1 The Supplies Manager shall arrange for tenders more than TT\$30,000 in value to be opened and awarded as outlined in Section 12 and 14 of this Instruction.

21.2.2 The Supplies Manager shall prepare a report for the Board giving details of all tenders processed for more than TT\$30,000 in value.

21.2.3 The Supplies Manager shall inform the appropriate Head of Department concerning the award of tender(s) to enable the preparation of the necessary Purchase Order(s).

21.2.4 All Tenders shall be returned to the Supplies Department for safekeeping. In cases where the original proposal of the successful tender is required for inclusion with the contract

document, the originals of the unsuccessful proposal together with a copy of the successful proposal shall be returned to the Supplies Department and the original of the successful proposal shall be forwarded to the Legal Department for inclusion with the contract in keeping with the latter's role as custodian of all contracts.

22.0 PROCUREMENT

22.1 Purchase Requisitions

Purchase Requisitions shall be prepared online only after the tendering procedure has been followed and shall be approved by any of the Officers listed below: -

22.1.1 For values up to TT\$30,000 all Officers listed under Section 12.2.1 of this Instruction and officers in Grade 9 and above.

22.1.2 For values more than TT\$30,000 all Officers at the level of Head of Department and above, listed under Section 12.2.1 of this General Instruction.

22.1.3 For stock items awarded through Section 18.0 of this General Instruction and for the operations of the Tenders and Contracts Committee- the Supplies Manager.

22.1.4 Requisitioning Officers shall enter justifications for all expenditures on Purchase Requisitions and shall follow the tendering procedure outlined in this General Instruction.

22.1.5 No Purchase Requisition shall be raised for purchasing goods and/or services for Capital Works until a Works Order has been issued.

22.1.6 Purchase Requisitions shall be sent with appropriate Purchase Orders to the Supplies Manager.

22.2 **Purchase Orders**

22.2.1 All purchases (except those which may be obtained through Petty Cash) shall be made on and by the presentation of the Commission's prescribed Purchase Order.

22.2.2 Purchase Orders shall be raised only on submission of properly approved Purchase Requisitions and shall include on all copies of Purchase Orders (except the original) the justification for the expenditure.

22.2.3 All Purchase Orders up to TT\$1,000,000 in value shall be approved and signed on behalf of the General Manager by the appropriate Head of Department. However, all Purchase Orders valued more than TT\$30,000 shall have attached the relevant prior approved Form D or Form C before they are approved and signed on behalf of the General Manager by the appropriate Head of Department.

22.2.4 All Purchase Orders over TT\$1,000,000 in value shall be approved and signed on behalf of the General Manager by the

appropriate Divisional Head. However, the relevant prior approved Form D or Form C must be attached before the Purchase Order is approved and signed on behalf of the General Manager by the appropriate Divisional Head.

22.2.5 The Supplies Manager/Head of Department shall process Purchase Orders as follows: -

22.2.5.1 Check Purchase Order for correct procedure.

22.2.5.2 Approve Purchase Order up to TT\$30,000 and obtain approval of all Purchase Orders more than TT\$30,000.

22.2.5.3 Despatch the original of Purchase Order to the Supplier or to Head of Department as necessary.

22.2.5.4 Despatch the duplicate of Purchase Order to the Officer responsible for taking delivery of goods or services in the case of local purchases and to the Customs Officer in respect of foreign purchases. A Photocopy of the duplicate of the Purchase Order for overseas purchases shall be forwarded to the Officer who raised the Purchase Requisition.

22.2.5.5 Despatch the triplicate of the Purchase Order with the Purchase Requisition, to the Supplies Department for input of the Purchase Order information into the Accounts Payable System.

22.2.5.6 Return the Purchase Requisition to its originator and file the triplicate of the Purchase Order.

22.2.5.7 Forward a copy of confirmation of the Purchase Order from the Supplier to the Officer who raised the Purchase Requisition

22.2.6 All officers authorised to issue Purchase Orders on behalf of the General Manager shall be provided by the Supplies Manager with a stamp, which shall be affixed to the original and duplicate of the Purchase Order prior to signing. The Officer shall be responsible for the safekeeping of the stamp and shall report any loss **immediately** to the Supplies Manager and the Chief Security Officer.

22.3 **Approval of variations to Tenders/ Contracts**

Tenders and or contractors that were originally approved by the Tenders and Contract Committee and or the Board and subject to the following conditionalities:-

22.3.1 Subject to adjustments in the London Metal Exchange (LME) Index and other indices, **e.g.** tenders for conductors and cables.

22.3.2 Subject to other escalation clauses, **e.g.** the tenders awarded to Pres-T-Con Limited for concrete poles subject to escalation in the prices of steel, cement, aggregate and sand.

22.3.3 Subject to tolerances on the quantity supplied, **e.g.** tenders for conductors and cables.

The General Manager is authorised to approve variations to a limit of TT\$500,000 cumulatively. Variations in excess of TT\$500,000 shall be approved by the Tenders and Contract Committee. Variations to tenders that were originally approved by the Tenders and Contracts Committee and or the Board that were not subject to the above identified conditionalities shall be accordingly approved by the Tenders and Contracts Committee and or the Board accordingly.

Where there are several variations on one (1) order, the accumulated value of the variations shall be used to determine the level of authority to approve the variation, **e.g.** if a first variation falls within five hundred thousand dollars (TT\$500,000), then the General Manager could approve. If, however, there are subsequent variations that would result in the accumulated variation exceeding the five hundred thousand dollar (TT\$500,000) limit, then the Tenders and Contracts Committee shall approve the subsequent variations.

In addition Management shall submit to the Tenders and Contract Committee and the Board a comprehensive report authorising the justifications and cogent reasons for all such variations approved by the General Manager. This report shall be submitted to the meetings of the Tender and Contract Committee and the Board immediately following the date the variations were approved.

22.4 **Tenders and or contracts that are not subject to prior variation clauses**

22.4.1 Where a variation (or accumulation of variations) would result in the value of the Purchase Order exceeding the original limit of

authority, the variation shall be approved by the higher level authority, **e.g.** if a variation on an order that was originally approved by a Head of Department, **i.e.** for values below thirty thousand dollars (TT\$30,000), results in the value of the order exceeding thirty thousand dollars (TT\$30,000), then the Assistant General Manager shall approve the variation.

22.4.2 Similarly, if a variation (or accumulation of variations) on an order that was originally approved by an Assistant General Manager or the General Manager, **i.e.** for values less than two hundred thousand dollars (TT\$200,000) and one million dollars (TT\$1,000,000) respectively, results in the value of the order exceeding these limits; then the General Manager or the Tenders and Contracts Committee shall approve the variation accordingly. The limit of authority would be similarly applied if there are several variations as stated above.

22.5 **Validity of Purchase Orders for Payment**

A payment validity date, which shall not exceed three (3) months following the delivery date, must be inserted on all Purchase Orders. It must be boldly marked on both the Purchase Requisition and the Purchase Order.

22.6 **Receipt of Goods and Services**

22.6.1 **Local Purchases**

22.6.1.1 On receipt of goods and services, the Receiving Officer shall sign the goods received section of the duplicate of the Purchase Order and shall forward it to the Head of Department for approval of payment.

22.6.1.2 The Head of Department shall sign the "Payment Approved" section of the duplicate of the Purchase Order and shall forward it together with the supplier's Invoice (if received) to the Payments Officer.

22.6.1.3 Before making payment, the Payments Officer shall compare and verify prices and information on the duplicate of the Purchase Order with that on the Accounts Payable System and the Supplier's Invoice.

22.6.2 **Foreign Purchases**

22.6.2.1 As soon as the shipping documents for goods have been received, the Customs Officer shall make arrangements to inspect the cargo as far as is practicable, before taking the Bill of Lading. He/she shall then make arrangements for the delivery and storage of the goods with the Officer who raised the Purchase Requisition.

22.6.2.2 After the goods have been cleared from the Port, the Customs Officer shall forward to the Supplies Manager the duplicate of the Purchase Order certified for receiving and delivering the goods, together with the relevant Delivery Notes, Invoice, Insurance Certificates

and other shipping documents, entering all notations as to shortages, damages, etc.

22.6.2.3 The Supplies Manager shall sign the duplicate of the Purchase Order approving payment for the goods and forward it to the Chief Accountant for arranging settlement thereof.

22.6.2.4 In cases where goods are received damaged, the Supplies Manager shall process, without delay, Insurance claims and immediately notify the Risk & Insurance Administrator and the Officer who raised the Purchase Order, about the damaged condition of the goods

22.6.3 **Part Delivery of Goods and Services**

The Receiving Officer shall raise a Part Shipment Order in respect of part delivery of goods or services and shall process the Part Shipment Order in the same manner as outline in sections 18 and 19 as applicable.

22.7 **General**

22.7.1 For contract services, Payment Certificates shall be raised and certified by Heads of Departments and forwarded with the Purchase Order or Part Shipment Order and other relevant documents to the appropriate Divisional Head for approval on behalf of the General Manager.

22.7.2 All documents shall then be processed as in Section 18 and 19 as applicable.

22.7.3 Where no price is shown on the duplicate of the Purchase Order or Part Shipment Order, or the Supplier's Invoice differs from that shown on the duplicate of the Purchase Order or the Part Shipment Order, the Head of Department shall determine and certify the prices that shall be paid. Where there are large

variations, the Payments Officer shall inform the Chief Accountant.

23.0 FORMS USED IN THE PROCUREMENT PROCEDURE

- Form A - Replenishment of Standard Stock Item
- Form B - Request to invite Tenders for Non-Stock Item and/or Services
- Form C - Tender Recommendation and Award Sheet
- Form D - Request to make a Direct Purchase.

HUMAN RESOURCE DEVELOPMENT PLAN

Categories of Employees as at December 31st 2013

Description				
	Permanent	Contract	Temporary	Total
Executive	39	2	0	41
Senior Staff	159	4	0	163
Monthly Rated	1289	19	162	1470
Mthly Rated Estate Police	43	1	0	44
Total Monthly Rated	1530	26	162	1718
Hourly Rated	952	0	203	1155
Hrly Rated Estate Police	146	0	81	227
Total Hourly Rated	1098	0	284	1382
All Employees	2628	26	458	3100

Career Development

Career development is managed via the Commission's Training Policy. As at December 2012, a Draft Succession Policy was under review. However programmes exist for training potential successors in Accountancy (Accountants in Training programme), Engineering (Engineers in Training Programme), Human Resources Management (Human Resources Officer in Training) and Distribution/ Transmission Operation (Senior Foreman in Training).

Training Policy Statement

It is the policy of the Trinidad and Tobago Electricity Commission to provide job-related training and to support and encourage the continued education of its employees.

The aim of this policy is to help employees perform their jobs more effectively by developing their expertise in required functional areas. This will enable the Commission to handle present and future challenges in the industry.

In keeping with this policy, the Commission will promote education and learning experiences that would enable employees to develop appropriate knowledge and skills to achieve organizational and career objectives. The following mechanisms will be available to employees to access opportunities for development:

- In-house training programmes
- Training programmes offered by external agencies - both local and foreign
- The Examination and Award Scheme
- Study Leave
- The Training Assistance Programme
- The Tuition Aid Programme

Performance Management

Statement of Intent

The Performance Management policy is intended to create an environment of continuous improvement in the performance of the employees in the Commission. It is also an important tool to measure the extent that employees successfully execute the objectives of the Commission's strategic plan.

The Commission's performance management policy covers all levels and classifications of employees including the General Manager.

Key Objectives

- To improve employee performance
- To achieve high performance work teams
- To achieve the performance targets of all the departments in the Commission
- To monitor the overall performance of the Commission
- To measure the employees performance in achieving the Commission's strategic objectives.
- To align employee and work team objective with that of the Commission
- To improve communications between the manager/supervisor and the employee
- To clarify employee duties, responsibilities, objectives, standards and job expectations
- To enhance career and professional development
- To empower employees to execute their duties effectively and efficiently
- To promote job satisfaction in a motivating environment.

Promotion Procedures

The Commission is committed to filling vacancies on its establishment through promotion of suitable permanent employees in its work force where appropriate. The Head of Department shall determine the most suitable employee in his department for

promotion to a vacant post and make the necessary recommendation for appointment. For this purpose suitability of a worker should be a combination of length of service and proven ability, experience and qualifications necessary to adequately perform the job. Additionally, the employee's punctuality and absenteeism records shall be taken into consideration.

Where no suitable employee is readily identified, the post shall be advertised throughout the Commission and suitable applicants interviewed before a panel usually comprising a Human Resources Division representative and two (2) representatives of the Department/Division.

If a successful candidate does not emerge, the Union shall be notified accordingly and the post advertised externally.

There are instances where in a department the most suitable worker to fill a vacancy is not readily identifiable. In such a case, the Head of Department may arrange for eligible candidates from his department to be interviewed with the assistance of the Human Resources Division.

Employee Support Services

T&TEC provides several benefits and services for its employees. These are outlined as follows:

1. **Medical Plan-** The Medical Plan is a contributory plan and is mandatory for every permanent employee (Weekly and Monthly) to join. It is a self-administrated plan.
2. **Death Benefit-** This is paid to the nominated beneficiary upon death of the employee.
3. **Employee Assistance Programme-** The Employee Assistance Programme is available to employees and their immediate family at no charge. Employees can choose from two providers who offer an umbrella of services including psychological and legal counselling.
4. **Employee Savings Plan/ Vacation Travel Plan-** Effective January 1st 2009, the existing Vacation Travel Plan was replaced with the Employee Savings Plan (ESP) for OWTU and EPA staff. The Commission and the employee (Weekly and Monthly) both contribute a percentage of base pay towards the savings plan.
5. **Employee Home Ownership Plan (EHOP)-** An employee with five (5) years of pensionable service is entitled to access the Plan. The Plan offers the employee a loan at a reduced interest rate for the purpose of purchasing house and land, or constructing a house.
6. **Examination and Award Scheme-** Employees are eligible for an incentive award, payable upon successful completion of an approved course of study.

Public and Community Relations

Community/Stakeholder Relations

T&TEC conducts numerous outreach programmes and advertising campaigns annually. Educational outreach programmes to schools and communities are conducted by teams of employees and members of the Commission's sponsored women's group The Electrical Association for women. The EAW was formed in 1962 with a mandate to educate women on the safe and economical use of electricity. Programmes focus on electricity safety, conservation and tariffs. The EAW conducted four community outreach programmes for 2013.

The Commission is a member of the Caribbean Electric Utility Services Corporation, a professional organization committed to enhancing communication among regional utilities and advocating for change in the industry in the Caribbean.

Advertising/ Public Education Campaigns - 2013

NAME OF CAMPAIGN	RADIO ADS	TV ADS	PRESS ADS
Carnival Overhead line Safety	✓	✓	✓
Avoid Disconnection (<i>Carnival</i>)	✓	-	-
Disconnection Drive	✓	✓	✓
Disaster Preparedness	✓	-	✓
Advice to Kite Flyers	✓	-	-
Safety is our Priority – (<i>Overhead line safety, Point of Entrance Safety, Excavation Works Safety</i>)	✓	-	-
Christmas Safety	✓	✓	-
Avoid Disconnection (<i>Christmas</i>)	-	✓	-
Customer Web Access	✓	✓	✓
Hot Spot Safety	-	-	✓



TRINIDAD AND TOBAGO ELECTRICITY COMMISSION
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