



See it...
Hear it...



Suspect it... **Report it**

If you have a concern about TOSL, but uncomfortable communicating it in person, report it anonymously by:

- Calling the toll free hotline number: 1-800-872-2281 + 877-rpt-line
or
- Report it online at www.tosl.com,
Username: tosltd; Password: reportit
report it is our contracted independent third party hotline service available 24 hrs./day, 7 days/week, 365 days/yr.

Motivational Quotes

"Although no one can go back and make a brand new start, anyone can start from now and make a brand new ending."
Carl Bard

"Start by doing what's necessary, then what's possible, and suddenly you are doing the impossible."
Saint Francis of Assisi

"Nothing is impossible, the word itself says, I'm possible!" *Audrey Hepburn*

What's inside

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- 🌐 HSSEQ Corner
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TOSL Engineering Limited

"An Engineering Solutions Company"

2019 September (Quarter 3)



Innovate Your Way Out of Recession

By Ram Ramesh (Non-Executive Director)



"You never let a serious crisis go to waste. And what I mean by that is it's an opportunity to do things you think you could not do before."

Rahm Emanuel, the first Chief of Staff for President Barack Obama is reported to have said those words as the new Obama administration was trying to get a grip on the unprecedented melt-down of the US financial markets in 2008.

So how can you seize the opportunity presented by what many see as an economic downturn in Trinidad and Tobago that doesn't seem to be getting any better?

We in Trinidad and Tobago are a vibrant and innovative people. Just our carnival culture is a testament to that fact. If only we are able to bring that innovative culture into our workplace, we could be more competitive and able to work our way out of the current slump. Some companies are doing just that even now and I will spotlight one of them below.

There are three factors that influence innovation: stimulus, disdain for arbitrary rules and self-confidence.

Innovation needs stimulus

The stimulus for the innovation of steel pan – a true Trini innovation, came from the oppression of natural self-expression of the people. It lit a fire in people's hearts to find an outlet for their musical expression. Innovation happened out of human necessity. . . .(Con't on Pg. 2)

ERP Upgrade

Cloud solutions come in several forms, including Software-as-a-Service (SaaS), Infrastructure-as-a-Service (IaaS), and Platform-as-a-Service (PaaS). The Cloud is enhancing our everyday lives through instant communication and securing our identities. In addressing the old "cost-benefit" paradigm," notable benefits of Cloud technology in the business world involve secure access anytime and anywhere, team collaboration, (near) paperless initiatives, real-time updates and data integration – improving metadata.

Many companies globally are utilizing Cloud services. In 2016, McAfee surveyed over 2,000 IT professionals to evaluate the state of cloud adoption. The survey found that 93% of companies, ranging from 500 to over 5,000 employees, have adopted some form of cloud strategy. A recent Microsoft study found that 80% of Fortune 500 companies use the Microsoft Cloud in some capacity.

TOSL had embraced the Cloud back in 2014 with Microsoft services. In 2018, we began the journey to upgrade our Enterprise Resource Planning (ERP) solution. A strategic approach (including an IT requirements study, test software, software videos, presentations to the Management Team and a technical questionnaire) was incorporated into the selection of Acumatica ERP, a complete Cloud SaaS solution. . . .(Con't on Pg. 2)

HSE Statistics

(as at 2019, September 30)

- Man-Hours YTD: 598,307
- OSHA recordable: 4
- Loss Time Incidents (LTIs): 2

"Continuing the drive to Keep HSE alive"

Innovate your way... (Con't from Pg. 1)



Similarly, we can turn the economic downturn as our “burning platform”, if you may, in order to get creative and innovative. There could be no better time than the current economic climate for us to get innovative in our work environment. Because, for some companies, it is an existential threat.

Arbitrary Rules Stifle Innovation

Arbitrary rules, or red tape, as they are called, create an enormous barrier to innovation. The most dangerous seven words in business is “we-have-always-done-it-this-way”. Predisposition to maintaining status-quo is the antithesis of innovation.

Innovative people find a way to break arbitrary rules in order to innovate.

When Tesla came out with their first all-electric car, executives in car companies in Detroit derided it because it was not a car made in Detroit according to their “standards”. However, Tesla went ahead and disrupted a century-old industry. If a company or industry attempts to maintain status quo for too long, some outsider is going to come and disrupt the industry in ways that you never imagined.

Don't let your arbitrary rules prevent you from seeing the future, or seal your fate.

Innovation Requires Self Confidence

If ideas and suggestions are constantly turned down by the bosses, employees will eventually lose their interest and self-confidence to come up with new, innovative ideas.

In order for a company and its people to gain self-confidence in innovation, they have to try and succeed in small, incremental ways.

One of the companies that has managed to do just that over the years is the Label House Group Ltd. in Trinidad. Located in Frederick Settlement Industrial Estate, Caroni, this company is a leading supplier of packaging solutions to the Caribbean and Central American markets. Over the past forty years, they have won many awards and have been exporting to over 25 countries, servicing a number of industries.

At the Eighth Americas Competitiveness Forum in 2014, Mr. Kieron Swift of the Council for Competitiveness and Innovation presented a paper titled Four Innovative Companies of Trinidad and Tobago where he highlighted how Label House seeks innovation in what it does. It does not have a department dedicated to innovation or R&D in the traditional sense. Instead they drive innovation through business development. According to Swift, “That department takes into consideration new markets and new products, and the associated research needed to develop those two areas. They do not have a fixed R&D budget. They take business development as the growth engine of the company, and they look at (innovation) in terms of the market and/or products.”

The economy may be down, but our spirit need not be.

Winston Churchill once said, “*A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty*”. Can you see the opportunity in this downturn?

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ERP Upgrade (Con't from Pg. 1)

Research firms (Gartner and Nucleus) rate Acumatica as a Visionary and a Leader respectively in ERP software. Acumatica's open architecture empowers business process flexibility with AI (Artificial Intelligence) capabilities. Acumatica delivers adaptable cloud and mobile technology platforms, enabling real time analytical insights for continuous development of products and services to satisfy stakeholders' requirements.

Public cloud providers are investing in AI to attract customers to their platforms. AI in the public cloud is still evolving. But it is turning out to be an essential driver for the adoption of computer and data services. Those companies that embrace Cloud Computing and Artificial Intelligence will be in the forefront of change in their industry and will lead the charge in the years ahead; TOSL Engineering Limited expects to be in this group.

Meet Another of Our Long Service Employees: *Joanne Wallace*



In this Horizon issue, we had a one-on-one discussion with another of our long service employees, **Joanne Wallace**, Senior Purchasing Assistant.

1.) How many years have you worked at TOSL?

14 years

2.) Based on your experience with us, what do you think it takes to succeed at this company?

To succeed one must be determined, self-motivated and of course be committed to the objectives of the Company.

3.) What suggestions for improvements do you have to make our workplace better?

I would suggest that there be more equity throughout the company, with regards to appreciation and recognition. I believe that every employee contributes significantly to the accomplishments of the organization and should be acknowledged accordingly. This can aid in improving employees' morale.

4.) What is most satisfying/enjoyable about your job and working with TOSL?

I enjoy being part of a very industrious and resilient team in the Inventory Division. Notwithstanding, I am still able to perform my duties proficiently with a bit of individualism and that is as well, very gratifying.

5.) What has been your most memorable experience thus far with TOSL?

There have been quite a few memorable experiences, which makes it difficult to identify just one but what I consider notable, would be the fact that I joined TOSL in 2005, and was one of the initial team players, for the inception of Centralized Local Purchasing. A department that has become an integral part of the Company.

6.) What in your mind is the most significant change at TOSL when you compare the present to the days when you had just started?

With the expansion of the organization, one obvious change has been a decline in the camaraderie, to the extent that new employees are now only known by name. When I had just started TOSL, there seemed to be greater focus on team spirit.

7.) How well do you think your training and development needs were assessed and met?

I have never been afforded any formal training related to the position I hold. However, basic training as it pertains to TOSL's purchasing procedures was provided. In addition to this, the experience, skills and work ethics attained prior to joining the company, along with my own personal development, is what I apply to the job today.

8.) If you were retiring tomorrow, what one thing you would like to be remembered for and feel most proud of accomplishing for TOSL?

The one thing I would prefer to be remembered for, would be my uncompromising dedication to Purchasing, Inventory Management and by extent TOSL over the years. One of my adages being "Never leave for tomorrow that which you can do today." I pride myself in being able to deliver every assignment given to me by the end of each workday. This practice enables me to meet the daily and often urgent requirements of the other divisions on a timely basis.

9.) What is the first word that comes to mind when you think of TOSL?

The word which comes to mind would be DYNAMIC.

10.) Why have you chosen to stay with TOSL and not move to other jobs, as most people do these days?

I stayed because over the years, TOSL offered some degree of permanency and job security.

Recognition of TOSL's SEA Students & their Parents



The Management & Staff of TOSL would like to congratulate the hard-working TOSL parents whose kids would have done well and/or exceeded expectations in the recent Secondary Entrance Assessment (S.E.A.) examination.

We know that each parent would have worked assiduously with their kids in preparing them for this exam. We are sure it was worth every moment!

On behalf of each child, the parent collected a small token from the HR Department for his/her child achieving this milestone.

Good luck to all the children in their new schools as the first term is well underway.



TOSL Sports, Cultural and Charity Club 3rd Quarter Activities

The Club hosted its Annual Cricket Competition this quarter, which saw the unity of the various teams as each was in pursuit of the "Challenge Trophy." The results were as follows:

- ◆ 1st Place: Wire Rope & Rigging
- ◆ 2nd Place: Projects & Operations
- ◆ 3rd Place: Electrical, Instrumentation & Automation (EIA)
- ◆ 4th Place: Chemicals

Congratulations to all the teams! Who will reign in 2020?



Most Outstanding Female Player - Pamela Ramlal



Most Outstanding Male Player - Mark Jaglal



Winners: Wire Rope & Rigging

HSSEQ Corner

A.) HSSE: Call for Action



HSSEQ DEPARTMENT NOTIFICATION

DATE: 2019.09.17

CALL FOR ACTION

On Monday August 26th 2019, employees were passing clamps up the scaffold when a clamp slipped out of an employee's hands and fell from the second level of the scaffold, ricocheted off the first level of the scaffold and hit the arm of an employee on the ground.

Consequences – Employee's arm was red and tender.

Incident Type – First Aid



Figure 1: Clamp bags must be used for passing clamps during erection and dismantling of scaffolding. Ensure that the Working Load Limit is clearly marked on the bags.

WHAT WAS DONE?

1. **STAND DOWN** – A stand down was held by both IPSL and TOSL to discuss the incident with the employees onsite.
2. **FIRST AID TREATMENT:** The employee was attended to and received first aid treatment from first aiders as well as TOSL's Company Doctor.
3. **CLAMP BAGS** – Clamp bags were sent onsite to be used to pass clamps.

LESSONS LEARNT:

1. **SAFE SYSTEM FOR PASSING MATERIAL MUST BE CLEARLY DEFINED** – The safe method for passing materials was not clearly defined in the procedure and the method for passing material which the scaffolders were accustomed to was used. A safe system was subsequently defined in the procedure.
2. **TRAINING** – All employees need to be trained on the procedures for scaffolding erection and dismantling, including the safe methods that must be used for passing materials. This will be included in the Onboarding process.

(Con't on Pg. 6)

HSSEQ Corner... (Con't from Pg. 5)

B.) HSSE: Reward & Recognition



The following persons were recognized during Quarter 3 for their outstanding contributions to HSSE:

Initiative:

1. *Michael Alleyne, P&O Department* – for taking initiative and holding a monthly HSSE meeting at the Galeota Office.

Most Improved:

2. *Dave Ragoonath, General Manager Engineering Products & Services* – for most improved commitment and performance with HSSE for the last quarter.

DOC Card Recognitions:

For exceptional observations for HSSE and timely actioning of the issues that were highlighted

3. *Eddison Cummings, P&O Department* – highlighted that additional bracing was placed on scaffolding that was erected around vibrating equipment.

4. *Dexter Benjamin, P&O Department* – took action by removing an electrical extension cord from a puddle of water and elevating it.

5. *Sadia Razac-Bahadoorsingh, Inventory Department* – observed an open drawer in the office and closed it and had a conversation with the employee.



Dave Ragoonath



Michael Alleyne (right)



Dexter Benjamin

C.) Quality: Quality Assurance (QA) vs. Quality Control (QC)

What is QUALITY?

The most important and accepted definition of quality is given by Mr. Philip B. Crosby which says quality is **“Conformance to requirements.”**

Quality is about meeting the customers’ requirements and the deliverable being fit for use. If a product meets or exceeds customers’ **requirements**, it’s said to be of high quality. However, if it does not meet its stated requirements, the product is of low quality.

QA vs. QC

Many a times professionals who work as a QA or QC or QA/QC are not aware of their job responsibilities. Though the difference between the responsibilities of Quality Assurance and Quality Control functions is pretty clear, we still fail to identify and understand the difference. Many professionals find it challenging to distinguish QA from QC because both processes sound similar, are interlinked and interdependent.

KNOWING THE DIFFERENCE...

- Quality Assurance is the process of managing the quality of the product.
- Quality Control is used to verify the correctness and the quality of the product. *See the next page for more..*

REAL LIFE SCENARIO

Certification Auditor: “Hello John (QA/QC)!” “so, tell me what you understand about your job title and the role you play at this company?”

John: “Well...I walk around and see if everything is going as planned, check the items for correctness and take corrective action if there is a deviation from the specification.”

Certification Auditor: “Okay John, so this takes care of the QC part of your job, what about the QA requirements?”

John: “Well Miss, it’s the same thing so its as easy as squeezey!!”



(Con't on Pg. 7)

HSSEQ Corner... (Con't from Pg. 6)



This issue is prevalent in small or medium-sized organizations where the organization usually does not have resources to hire QA and QC personnel separately. In such cases, the person may possess the title of QA while working as QC and sometimes QC working as QA. This kind of ambiguity is not right for the project and may affect the quality of the deliverable, as well as the end success of the project.



Differences defined

Quality Assurance	Quality Control
<ul style="list-style-type: none"> Focuses on Defect Prevention Verification of an efficient plan to avoid anticipated defects Proactiveness Process-based approach Involves processes managing quality Audit 	<ul style="list-style-type: none"> Focuses on Defect Identification Correct defects while producing Reactiveness Product-based approach Used to verify the quality of a product Inspection & Testing

The Benefits of Quality Assurance and Quality Control

- Provides you with high-quality output.
- Eliminates waste.
- Increases the efficiency of operations.
- Provides customer satisfaction, which affects your brand and helps in growing your business.
- Less rework and after-sale support are required which helps save a lot of money.
- Encourages a high level of confidence and a motivated team

Quality assurance and quality control are closely related, and have the same objective, i.e., to deliver a defect-free product. Both processes are an integral part of a quality management plan and complement each other.

Summary

Quality assurance and quality control processes are intended to make a product defect-free and ensure that it conforms to requirements. Both processes have the same purpose; however, the approach is different. Quality assurance is a process-based approach. Quality control is a product-based approach. Quality assurance designs a process so that the product produced from this process is defect-free, while quality control checks the product when producing it to prevent a defected product from reaching the market.

These processes have essential roles in the success of your project. Its effectiveness can only be achieved when they are well understood by the organization and the team performing the job.

◀ Employees Spotlight ▶



Welcome to our New Employees

We welcome the following persons to the TOSL Family:

July

- ◆ Robert Parris (HSE Officer)

September

- ◆ Ommah Dhanraj-Ramcharan (Team Lead-Quality)

Special Occasions

- ◆ Tiffany Parris (Baby Girl)
- ◆ Sadia Razac-Bahadoorsingh (Baby Girl)



Employee's Recipe Corner

This quarter we feature *Marsha Noor's Kurma*.

Ingredients

- 3 cups flour
- 8 tbsp. butter
- 2 cups water
- 1 cup sugar
- ¼ tin condensed milk
- ½ teaspoon cinnamon
- ¼ teaspoon grated ginger

Method

- Add flour, butter and condensed milk and mix together.
- Add 1 cup of water in parts and mix until dough forms.
- Divide dough into two balls.
- Roll each ball out to ¼" thickness
- Cut into strips.
- Fry strips until golden brown.
- Set aside and let cool.
- Add 1 cup water, 1 cup sugar, grated ginger and cinnamon in a pot and bring to a boil.
- Stir until sugar is fully dissolved and reduced. Mixture is finished when it spins a thread.
- Add uncoated kurma to the pan and mix syrup. Keep turning until the syrup becomes dry on the kurma.



Our Vision: "To be the 'best in class' Engineering Company in Trinidad & Tobago and for us to be able to hold this position amongst other companies operating in a First World Environment."

Our Cause: To develop people to be leaders in their community, homes & personal lives.

Our Culture is defined by: Value Creation; Efficiency; Quality; Teamwork; Technological Improvement

VISIT OR CONTACT US AT:

Head Office: 8 - 10 Maharaj Avenue, Marabella, TRINIDAD, W.I.

Phone: (1-868) 657-TOSL

Fax: (1-868) 657-7502 (CEO's Office, Corporate Governance)
(1-868) 653-4188 (Metals)
(1-868) 652-9336 (Industrial Sales, Wire Rope, Safety, Business Development)
(1-868) 653-5404 (HR, IT, HSSEQ, Finance, Property Maintenance)
(1-868) 657-1360 (Inspection & Testing)
(1-868) 657-4621 (Chemicals, Projects, Construction & Energy Services)
(1-868) 652-0856 (Electrical, Instrumentation & Automation)
(1-868) 653-0269 (Engineering Services)
(1-868) 653-4187 (Inventory & Procurement)

Galeota Office: LP#356 Calmapass Village, Guayaguayare, Mayaro, TRINIDAD, W.I.

Phone: (1-868) 630-4802; 334-5037; 734-7099

Email: sales@tosl.com; customer-relations@tosl.com (for all locations)

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