

- 1 Q. For each Hydro employee and each Project Execution and Technical Services
2 manager whose work groups support the planning, design, construction, and
3 operation of Hydro's generation and transmission facilities, identify and quantify
4 the objectives and metrics used to measure the incentive portion of compensation.
5
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- 7 A. PUB-NLH-431 Attachment 1, and PUB-NLH-431 Attachment 2, contain performance
8 contracts for Project Execution and Technical Services managers and Hydro
9 employees, respectively, which include the objectives and metrics for those whose
10 work groups support the planning, design, construction and operation of Hydro's
11 generation and transmission facilities. These performance contracts represent
12 those positions which have performance contract and were budgeted for in 2014.
13 Divisional and department priorities account for 70% of the contract, while
14 company remaining 30% reflects corporate performance.

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		Project Execution & Technical Services		
Position:		Manager Engineering and Project Support		
Target:		15%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety	10.00%	Personal Safety Plans developed by direct reports	Perform 50 formal Site Safety Tours, by Division	Perform 65 formal Site Safety Tours, by Division
Line of Business/Divisional Safety Performance	7.00%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >= 100% of the Nalcor per capita	0 injuries + total observations are >= 120% of the Nalcor per capita
FELT Leadership	8.00%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
Priority Workplan Objective # 1 Technical Services Development	4.00%	Technical support provided to Operating groups on prioritized and planned basis (50 % of priority A work)	Technical support provided to Operating groups on prioritized and planned basis (75 % of priority A work)	Technical support provided to Operating groups on prioritized and planned basis (95 % of priority A work)
	3.00%	Develop Tech Services Road Map for 2014	Develop and Implement joint Project Execution and Technical Services road Mao for 2014	Create next steps in development of 2015 PETS long term Road Map
	3.00%	CBPs prepared for all LOBs (NLH, CF, Exploits/Menihek/Star Lake). Incorporate Basis of Estimate document, prioritized and redlined	Incorporation of WBS in the CBPs preparation for 20% of the regulated proposals	Demonstrate earned value for projects and create Phase I implementation plan
Secondary Goals				
Priority Workplan Objective # 2 Complete Planned 2014 Asset Management Strategic Deliverables	2.50%	Execute self-assessment package developed and tested in 2013 to measure status and identify opportunities	Update existing plans and support budgeting process, consider risk of failure in terms of probability and impact in prioritization	Execute 2014 portion of the previously created Gap Closure Plan (2012)
	2.50%	Review progress and opportunities with key stakeholder groups and identify priorities for the next 5 years	Execute Lubric'n Prog'm self-assessment Execute LTAP self-assessment Execute STWPS self-assessment Implement std. transformer test proceed. Execute RCRFA self-assessment	Create vision with stakeholders and establish next steps
	2.00%	Use survey package developed in 2013 to measure maturity in key areas, identify opportunities and	Execute 2014 portion of the Basis of Design Gap Closure Plan	Collect input from LOB's, consolidate and prepare for implementation on intranet site
Priority Workplan Objective # 3 Project Execution Development	2.00%	Delivery of 85% of projects planned to completed	Delivery of 90% of projects planned to completed	Delivery of 95% of projects planned to completed
	2.50%	Complete detailed resource planning for 2014 projects	Implement strategic partnerships with selected consulting organizations for engineering & project management services	Complete resource planning for 2015 projects
	2.50%	Implement agreed quality measures for 50% of all projects	Implement agreed quality measures for 80% of all projects	Develop Quality Management Manual
Financial Performance	7.00%	5% or less above 2013 Divisional operating budget	On 2013 Divisional operating budget	>= 2.5% below 2013 Divisional operating budget
	7.00%	Capex Expenditures, (Reg & Non Reg), +/- 12%, overall budget variance	Capex Expenditures, (Reg & Non Reg), +/- 10%, overall budget variance	Capex Expenditures, (Reg & Non Reg), +/- 8%, overall budget variance
All Other Workplan Objectives	7.00%	75% or more of the VP's 2013 workplan items have been completed	90% or more of the VP's workplan objectives have been completed	100% or more of the VP's workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		Project Execution & Technical Services		
Position:		Manager, Research and Development		
Target:		10%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety	10.00%	Personal Safety Plans developed by direct reports	Perform 50 formal Site Safety Tours, by Division	Perform 65 formal Site Safety Tours, by Division
Line of Business/Divisional Safety Performance	7.00%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >= 100% of the Nalcor per capita	0 injuries + total observations are >= 120% of the Nalcor per capita
FELT Leadership	8.00%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
Priority Workplan Objective # 1 Technical Services Development	4.00%	Technical support provided to Operating groups on prioritized and planned basis (50 % of priority A work)	Technical support provided to Operating groups on prioritized and planned basis (75 % of priority A work)	Technical support provided to Operating groups on prioritized and planned basis (95 % of priority A work)
	3.00%	Develop Tech Services Road Map for 2014	Develop and Implement joint Project Execution and Technical Services road Mao for 2014	Create next steps in development of 2015 PETS long term Road Map
	3.00%	CBPs prepared for all LOBs (NLH, CF, Exploits/Menihek/Star Lake). Incorp Basis of Estimate document, prioritized and redlined	Incorporation of WBS in the CBPs preparation for 20% of the regulated proposals	Demonstrate earned value for projects and create Phase I implementation plan
Secondary Goals				
Priority Workplan Objective # 2 Complete Planned 2014 Asset Management Strategic Deliverables	2.50%	Execute self-assessment package developed and tested in 2013 to measure status and identify opportunities	Update existing plans and support budgeting process, consider risk of failure in terms of probability and impact in prioritization	Execute 2014 portion of the previously created Gap Closure Plan (2012)
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Priority Workplan Objective # 3 Project Execution Development	2.00%	Delivery of 85% of projects planned to completed	Delivery of 90% of projects planned to completed	Delivery of 95% of projects planned to completed
	2.50%	Complete detailed resource planning for 2014 projects	Implement strategic partnerships with selected consulting organizations for engineering & project management services	Complete resource planning for 2015 projects
	2.50%	Implement agreed quality measures for 50% of all projects	Implement agreed quality measures for 80% of all projects	Develop Quality Management Manual
Financial Performance	7.00%	5% or less above 2013 Divisional operating budget	On 2013 Divisional operating budget	>= 2.5% below 2013 Divisional operating budget
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2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		Project Execution & Technical Services		
Position:		Manager, Engineering - Civil		
Target:		10%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety	10.00%	Personal Safety Plans developed by direct reports	Perform 50 formal Site Safety Tours, by Division	Perform 65 formal Site Safety Tours, by Division
Line of Business/Divisional Safety Performance	7.00%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >= 100% of the Nalcor per capita	0 injuries + total observations are >= 120% of the Nalcor per capita
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Primary Goal(s)				
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	3.00%	CBPs prepared for all LOBs (NLH, CF, Exploits/Menihek/Star Lake). Incorporate Basis of Estimate document, prioritized and redlined	Incorporation of WBS in the CBPs preparation for 20% of the regulated proposals	Demonstrate earned value for projects and create Phase I implementation plan
Secondary Goals				
Priority Workplan Objective # 2 Complete Planned 2014 Asset Management Strategic Deliverables	2.50%	Execute self-assessment package developed and tested in 2013 to measure status and identify opportunities	Update existing plans and support budgeting process, consider risk of failure in terms of probability and impact in prioritization	Execute 2014 portion of the previously created Gap Closure Plan (2012)
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2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		Nalcor		
Department/Region:		Project Execution & Technical Services		
Position:		Manager, Engineering and Asset Management		
Target:		15%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety	10.00%	Personal Safety Plans developed by direct reports	Perform 50 formal Site Safety Tours, by Division	Perform 65 formal Site Safety Tours, by Division
Line of Business/Divisional Safety Performance	7.00%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >= 100% of the Nalcor per capita	0 injuries + total observations are >= 120% of the Nalcor per capita
FELT Leadership	8.00%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
Priority Workplan Objective # 1 Complete Planned 2014 Asset Management Strategic Deliverables	4.00%	Execute self-assessment package developed and tested in 2013 to measure status and identify opportunities	Update existing plans and support budgeting process, consider risk of failure in terms of probability and impact in prioritization	Execute 2014 portion of the previously created Gap Closure Plan (2012)
	3.00%	Review progress and opportunities with key stakeholder groups and identify priorities for the next 5 years	Execute Lubric'n Prog'm self-assessment Execute LTAP self-assessment Execute STWPS self-assessment Implement std. transformer test proceed. Execute RCRFA self-assessment	Create vision with stakeholders and establish next steps
	3.00%	Use survey package developed in 2013 to measure maturity in key areas, identify opportunities and	Execute 2014 portion of the Basis of Design Gap Closure Plan	Collect input from LOB's, consolidate and prepare for implementation on intranet site
Secondary Goals				
Priority Workplan Objective # 2 Technical Services Development	2.50%	Technical support provided to Operating groups on prioritized and planned basis (50 % of priority A work)	Technical support provided to Operating groups on prioritized and planned basis (75 % of priority A work)	Technical support provided to Operating groups on prioritized and planned basis (95 % of priority A work)
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2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		Project Execution & Technical Services		
Position:		Manager, Engineering - Protection, Control and Communications		
Target:		10%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety	10.00%	Personal Safety Plans developed by direct reports	Perform 50 formal Site Safety Tours, by Division	Perform 65 formal Site Safety Tours, by Division
Line of Business/Divisional Safety Performance	7.00%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >= 100% of the Nalcor per capita	0 injuries + total observations are >= 120% of the Nalcor per capita
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2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		Project Execution & Technical Services		
Position:		Manager, Engineering - Electrical		
Target:		10%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety	10.00%	Personal Safety Plans developed by direct reports	Perform 50 formal Site Safety Tours, by Division	Perform 65 formal Site Safety Tours, by Division
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2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		Project Execution & Technical Services		
Position:		Manager, Engineering - Mechanical		
Target:		10%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety	10.00%	Personal Safety Plans developed by direct reports	Perform 50 formal Site Safety Tours, by Division	Perform 65 formal Site Safety Tours, by Division
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2014 PERFORMANCE CONTRACT - VP REPORTS				
Line of Business/Division:		NLHydro		
Department/Region:		Project Execution & Technical Services		
Position:		Manager Project Execution - Regulated		
Target:		15%		
Performance Indicator		Threshold	Target	Opportunity
Safety	10.00%	Personal Safety Plans developed by direct reports	Perform 50 formal Site Safety Tours, by Division	Perform 65 formal Site Safety Tours, by Division
Line of Business/Divisional Safety Performance	7.00%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >= 100% of the Nalcor per capita	0 injuries + total observations are >= 120% of the Nalcor per capita
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Priority Workplan Objective #2 Complete Planned 2013 Asset Management Strategic Deliverables	2.50%	Execute self-assessment package developed and tested in 2013 to measure status and identify opportunities	Update existing plans and support budgeting process, consider risk of failure in terms of probability and impact in prioritization	Execute 2014 portion of the previously created Gap Closure Plan (2012)
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Priority Workplan Objective #3 Technical Services Development	2.00%	Technical support provided to Operating groups on prioritized and planned basis (50 % of priority A work)	Technical support provided to Operating groups on prioritized and planned basis (75 % of priority A work)	Technical support provided to Operating groups on prioritized and planned basis (95 % of priority A work)
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2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		Regulated Operations		
Department/Region:		Transmission and Rural Operations		
Position:		General Manager, TRO		
Target:		15%		
Performance Indicator		Threshold	Target	Opportunity
Safety				
TRO Department	10%	DEPT AIFR<= 0.95 (Effectively <=3)	DEPT AIFR<= 0.80(Effectively <=2)	DEPT AIFR<=0.00
FELT Leadership	10%	N/A	360 FELT score >=8.0	360 FELT score >=11.0
Primary Goal(s)				
Asset Management and 2013 and 2014 Incident Review Action Plan	12%	Per Threshold in Hydro Plan Asset Management Strategy where TRO is indicated as having a role plus 90% of TRO Accountable 2014 Actions from 2013 and 2014 Incident Reviews	Per Target in Hydro Plan Asset Management Strategy where TRO is indicated as having a role plus 95% of TRO Accountable 2014 Actions from 2013 and 2014 Incident Reviews	Per Opportunity in Hydro Plan Asset Management Strategy where TROC is indicated as having a role plus 100% of TRO Accountable 2014 Actions from 2013 and 2014 Incident Reviews
Reliability (Transmission)	6%	T-SAIFI Forced<=1.83 (NLH 5-year avg)	T-SAIFI Forced<=0.85 (prior year carried forward)	T-SAIFI Forced<0.51 (CEA top quartile)
Reliability (Distribution)	6%	SAIFI <= 4.79 (NLH 5 year average)	SAIFI <= 3.65 (prior year carried forward)	SAIFI <3.51 (best in 5-years)
Financial Performance All TRO (excluding EFB)	8%	<=(101% of Budget)	<=Budget	<=(98.5% of Budget)
Financial Performance Reg Ops (Plus Exploits Operating Expenses)	4%	<=(101% of Budget)	<=Budget	<=98.5% of Budget
Secondary Goals				
PM Completion TROC and generation availability	7.00%	>90% of plan actions	>95% of plan actions	100% of plan actions
All Other Workplan Objectives	7%	75% or more of the workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		Regulated Operations		
Department/Region:		Transmission and Rural Operations		
Position:		Manager, TRO Central		
Target:		15%		
Performance Indicator		Threshold	Target	Opportunity
Safety				
Dept = TRO C	10%	DEPT AIFR<= 0.95 (Effectively <=1)	DEPT AIFR<= 0.80(Effectively <=0)	DEPT AIFR<=0.75 and TRO<=0,75
FELT Leadership	10%	N/A	360 FELT score >=8.0	360 FELT score >=11.0
Primary Goal(s)				
Asset Management and 2013 and 2014 Incident Review Action Plan	12%	Per Threshold in Hydro Plan Asset Management Strategy where TROC is indicated as having a role plus 90% of TROC Accountable 2014 Actions from 2013 and 2014 Incident Reviews	Per Target In Hydro Plan Asset Management Strategy where TROC is indicated as having a role plus 100% of TROC Accountable 2014 Actions from 2013 and 2014 Incident Reviews	Per Opportunity in Hydro Plan Asset Management Strategy where TROC is indicated as having a role plus 100% of TROC Accountable 2014 Actions from 2013 and 2014 Incident Reviews
Svc Continuity C SAIDI	6%	<2.90 (TROC 5 year average)	<=2.32 (From System Operations)	<2.09 (Best in 5-Year)
Reliability (Transmission)	6%	T-SAIFI Forced <0.59 (TROC 5 Year Average)	T-SAIFI Forced <=053 (10% Improvement)	T-SAIFI Forced <0.26 (System Operations Target)
Financial Performance DEPT (excluding EFB)	8%	<=(101% of Budget)	<=Budget	<=(98.5% of Budget)
Financial Performance All TRO (excluding EFB)	4%	<=(101% of Budget)	<=Budget	<=98.5% of Budget
Secondary Goals				
PM Completion TROC and generation availability	7.00%	Complete of 90% of PMs and HWDs and SVL 100% available on December 1	Complete 90% of PMs in each major asset category and HWDs and SVL 100% available on December 1	Complete 98% of P Ms in each major asset category and HWDs and SVL 100% available on December 1
All Other Workplan Objectives	7%	75% or more of the workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		Regulated Operations	VP Signature:	
Department/Region:		Transmission and Rural Operations	Incumbent Signature:	
Position:		Mgr. TRO Labrador		
Target:		10%		
Performance Indicator		Threshold	Target	Opportunity
Safety				
Dept= TRO Labrador and Regulated Hydro	10%	DEPT AIFR<= 1.80 (Effectively <=1)	DEPT AIFR<= 0.80(Effectively <=0)	DEPT AIFR<=0.75 and TRO<...0,75
FELT Leadership	10%	N/A	360 FELT score >=8.0	360 FELT score >=11.0
Primary Goal(s)				
Asset Management Strategy	12%	Per Threshold in Corporate goal document where LOB is indicated as having a role	Per Target in Corporate Goal Document where LOB in indicated as having a role	Per Opportunity in Corporate Goal Document where LOB in indicated as having a role
Svc Continuity Lab. SAIDI	6%	<11.28 (TROL 5 year median)	<=3.0.15 (From System Operations)	<7.18 (Best in 5-Year)
Svc Continuity Lab. SAIFI	6%	<7.22 (TROL 5 Year Average)	<-5.03 (From System Operations)	<5.01 (Best in 5-year)
Financial Performance DEPT (excluding EFB)	8%	<=(101% of Budget)	<=Budget	<=(98.5% of Budget)
Financial Performance All TRO (excluding EFB)	4%	<=(101% of Budget)	<=Budget	<=98.5% of Budget
Secondary Goals				
PM Completion TROL and generation availability	7.00%	Complete 90% of PMs and HW G"f 100% available by Nov. 30	Complete 95% of PMs in each major asset category and HVY CT 100% available by Nov. 15	Complete 98% of PMs in each major asset category •and HVY GT 100% available by Nov. 15
All Other Workplan Objectives	7%	75% or more of the 2013 workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		Regulated Operations		
Department/Region:		Transmission and Rural Operations		
Position:		Mgr. TRO Northern		
Target:		10%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety				
Line of Business/Divisional Safety Performance	10%	DEPT AIFR<= 1.30 (Effectively <=1)	DEPT AIFR<= 0.80(Effectively <=0)	DEPT AIFR<=0.75 and TRO<=0.75
FELT Leadership	10%	N/A	360 FELT score >=8.0	360 FELT score >=11.0
Primary Goal(s)				
Asset Management Strategy	12%	Per Threshold in Hydro Goal document where TRON is indicated as having a role	Per Target in Hydro Goal Document where TRON is indicated as having a role	Per Opportunity in Hydro Goal Document where TRON is indicated as having a role
Svc Continuity Lab. SAIDI	6%	<10.38 (TROL 5 year median)	<=5.27 (From System Operations)	<4.49 (Best in 5-years)
Svc Continuity Lab. SAIFI	6%	<4.55 (TROL 5 Year Average)	<=3.75 (From System Operations)	<3.29 (Best in 5-years)
Financial Performance DEPT (excluding EFB)	8%	<=(101% of Budget)	<=Budget	<=(98.5% of Budget)
Financial Performance All TRO (excluding EFB)	4%	<=(101% of Budget)	<=Budget	<=98.5% of Budget
Secondary Goals				
PM Completion TRON and generation availability	7.00%	Complete 90% of PMs and STA and HBY 100% available by Dec. 1	Complete 95% of PMs in each major asset category and STA and NOV 100% available by Dec. 1	Complete 98% of PMs in each major asset category and STA and HBY 100% available by Dec. 1
All Other Workplan Objectives	7%	75% or more of the workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		Exploits and Menihek		
Position:		Mgr. Exploits and Menihek		
Target:		10%		
Performance Indicator		Threshold	Target	Opportunity
Safety				
Dept= EXG and MHK	10%	DEPT AIFR<= 3.60 (Effectively <=1) and 0 LT injuries	DEPT AIFR<= 3.60 (Effectively <=1), 0 LT injuries and SWOPS are 100% of Nalcor percapita	DEPT AIFR<= 3.60 (Effectively <=1), 0 LT injuries and SWOPS are 120% of Nalcor percapita
FELT Leadership	10%	N/A	360 FELT score >=8.0	360 FELT score >=11.0
Primary Goal(s)				
Capital plan for Exploits and Menihek 2014	12%	Complete 90% of approved 2014 capital plan	Complete 95% of approved 2014 capital plan	Complete 95% of approved 2014 capital plan and 2015 plan approved
Asset Management Strategy	6%	Complete Threshold Level Activities in Asset Management Plan related to Exploits and Menihek	Complete Target Level Activities in Asset Management Plan related to Exploits and Menihek	Complete Opportunity Level Activities in Asset Management Plan related to Exploits and Menihek
Complete Transition Plan Activities as required by Executive Leadership for Exploits Transfer to NLH from GNL	6%	2014 Plans for Exploits Transition Substantially Complete as per VP strategic Planning and VP NLH assessment	2014 Plans for Exploits Transition Complete as per VP Strategic Planning and VP NLH assessment	2014 Plans for Exploits Transition Complete with 2015 Activities Established with Resource Plan Approved per VP Strategic Planning and VP NLH assessment
Financial Performance Exploits Generation & Menihek ¹	8%	<=Budget (+1.0%)	<=Budget	<=(Budget -1.5%)
Financial Performance Reg Ops + Exploits and Menihek	4%	<=(Budget +1.0%)	<=Budget	<=(Budget -1.5%)
Secondary Goals				
Menihek Operations Agreement with KESI or Other operator administration	7.00%	Establish a Multi-year Agreement for the Operation of the Menihek Facility	Establish a Multi-year Agreement for the Operation of the Menihek Facility - Establish a multi-year plan for establishing operating procedure documentation including water management for the facility,	Establish a Multi-year Agreement for the Operation of the Menihek Facility - Establish a multi-year plan for establishing operating procedure documentation including water management for the facility. Obtain 2015 budget approval for implementation.
All Other Workplan Objectives	7%	75% or more of the workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS			PUB-NLH-431, Attachment 2	
			Page 6 of 11, Isl Int System Power Outages	
Line of Business/Division:		Hydro/Regulated Operations		
Department/Region:		Thermal Generation		
Position:		Manager, Thermal Generation		
Target:		15%		
Performance Indicator		Threshold	Target	Opportunity
Safety				
Department = Thermal Generation	10%	DEPT AIFR<= 1.00 (Effectively <=1)	DEPT AIFR<= 0.80(Effectively <=0)	DEPT AIFR<=0.80 and Dept managed On-site Major Contrators AIFR =0
FELT Leadership	10%	N/A	360 FELT score >=8.0	360 FELT score >=11.0
Primary Goal(s)				
Asset Management and 2013 and 2014 Incident Review Action Plan	12%	Per Threshold in Hydro Plan Asset Management Strategy where Dept is indicated as having a role plus 90% of Dept Accountable 2014 Actions from 2013 and 2014 Incident Reviews	Per Target in Hydro Plan Asset Management Strategy where Dept is indicated as having a role plus 100% of Dept Accountable 2014 Actions from 2013 and 2014 Incident Reviews	Per Opportunity in Hydro Plan Asset Management Strategy where Dept is indicated as having a role plus 100% of Dept Accountable 2014 Actions from 2013 and 2014 Incident Reviews
Reliability - Plant Weighed Derating Adjusted Forced Outage Rate	6%	<=10.69 (NLH 5-year average 2008-12)	<=8.00 (Target from System Operations)	<=6.02 (2008-12 CEA Average)
Reliability - island Power System Contingency Reserve	6%	>= Threshold as per Hydro Plan	>= Target as per Hydro Plan	>= Opportunity as per Hydro Plan
Financial Performance DEPT less EFB	8%	<=(Budget +1.0%)	<=Budget	<=(Budget -1.5%)
Financial Performance Reg Ops (Plus Exploits Operating Expenses)	4%	<=(Budget +1.0%)	<=Budget	<=(Budget -1.5%)
Secondary Goals				
Multi-year Operating Plan to Plant Retirement	7.00%	90% of 2014 action plans completed	100% of 2014 action plans completed	100% of 2014 action plans completed and at least one significant item of 2014 plan has been initiated
All Other Workplan Objectives	7%	75% or more of the workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		Hydro/Regulated Operations		
Department/Region:		Hydro Generation		
Position:		Manager, Hydro Generation		
Target:		10%		
Performance Indicator		Threshold	Target	Opportunity
Safety				
Department = Hydro Generation	10%	DEPT AIFR<= 1.10 (Effectively <=1)	DEPT AIFR<= 0.80(Effectively <=0)	DEPT AIFR<=0.75 and OPS Division <=0.75
FELT Leadership	10%	N/A	360 FELT score >=8.0	360 FELT score >=11.0
Primary Goal(s)				
Asset Management Strategy	12%	Per Threshold in Corporate Goal Document where Hydro Generation is indicated as having a role. All Incremental Actions in Integrated Action Plan from 2014 Incidents Complete	Per Target in Corporate Goal Document where Hydro Generation is indicated as having a role. All Incremental Actions in Integrated Action Plan from 2014 Incidents Complete.	Per Opportunity in Hydro Plan Asset Management Strategy where Dept is indicated as having a role plus 100% of Dept Accountable 2014 Actions from 2013 and 2014 Incident Reviews
Weighted Hydro Gen Capability Factor	6%	90.67 (CEA Average)	91.88 (From System Operations)	94.02 (Best in 5 years)
Reliability - Island Power System Contingency Reserve	6%	>=99.25%	>=99.5%	>=99.80
Financial Performance DEPT including Star Lake less EFB	8%	<=(Budget +1.0%)	<=Budget	<=(Budget -1.5%)
Financial Performance Reg Ops + Exploits and Menihok - System Ops	4%	<=(Budget +1.0%)	<=Budget	<=(Budget -1.5%)
Secondary Goals				
PM Completion Hydro Generation and generation availability	7.00%	Complete 90% of PMs on each generating unit and all generation of 100% availability on December 1	Complete 95% of PMs on each generating unit and all generation 100% available on December 1	Complete 98% of PMs on each generating unit and all generation 100% available on December 1
All Other Workplan Objectives	7%	75% or more of the department workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		System Operations and Planning		
Position:		Manager, Transmission Planning & Integration Support		
Target:		15%		
Performance Indicator		Threshold	Target	Opportunity
Safety				
System Operations and Planning Division	10%	0 injuries + total observations are >= 80	0 injuries + total observations are >= 100	0 injuries + total observations are >= 120
FELT Leadership	10%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
Transmission Reliability Assessment	12%	Commission an external probabilistic type transmission reliability study	Study complete to support anticipated PUB inquiry into system reliability post 2018	Inquiry complete with favourable results
Prepare Dept Procedure for System Impact Studies	6%	Draft Procedure Prepared	Procedure Approved for Use	Procedure in use across Nalcor
230 kV Transmission Line BDE-WAV	6%	Application Filed with PUB	Project Approved by PUB	Execution plan initiated with targeted in-service of Q4 2017
Financial Performance (Dept) *See Note	8%	1% or less above 2014 budget*	2014 budget*	>= 2.5% below 2014 budget*
Financial Performance (Division)	4%	1% or less above 2014 budget*	2014 budget*	>= 2.5% below 2014 budget*
Secondary Goals				
RACI Compliance	7.00%	75% RACI compliance for applicable Transmission Planning Processes	90% RACI compliance for applicable Transmission Processes	100% RACI compliance for applicable Transmission Planning Processes
All Other Workplan Objectives	7%	75% or more of the 2013 workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		System Operations and Planning		
Position:		Manager, System Operations & Integration Support		
Target:		15%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety				
System Operations and Planning Division	10%	0 injuries + total observations >=80	0 injuries + total observations>= 100	0 injuries + total observations >= 120
FELT Leadership	10%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
System Operator (SO) Model-Optimum model/structure for SO post 2018	12%	Identify potential SO models	Model chosen ready for Q2 -2015 staged phase in	SO philosophy final including enabling legislation
Work protection Code Compliance	6%	90%	92%	94%
Response to indentified actions from Focus Area Reports Dec/Jan event	6%	>80 % of identified actions complete	All identified Action Completed	All actions complete plus actions from PUB/Govt review
Financial Performance (Dept)	8%	1% or less above 2014 budget	2014 budget	>= 2.5% below 2014 budget
Financial Performance (Division) *See Note	4%	1% or less above 2014 budget	2014 budget	>= 2.5% below 2014 budget
Secondary Goals				
RACI Compliance	7.00%	75% RACI compliance for applicable System Operations Processes	90% RACI compliance for applicable System Operations Processes	100% RACI compliance for applicable System Operations Processes
All Other Workplan Objectives	7%	75% or more of the 2013 workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT - VP REPORTS

Line of Business/Division:		NL Hydro		
Department/Region:		System Operations and Planning		
Position:		Manager Generation & Rural Planning		
Target:		10%		
<u>Performance Indicator</u>		<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
Safety				
System Operations and Planning Division	10%	0 injuries + total observations are >= 80	0 injuries + total observations are >= 100	0 injuries + total observations are >= 120
FELT Leadership	10%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
2015 Generation Decision	12%	Application Filed with PUB	Application approved including approval for new generation source	New generation on track for Q1 2015 in-service
Generation Planning Post 2018	6%	Comprehensive Listing of issues which need to be studied	Plan and schedule for completion	Plan being worked and results being accomplished
Response to identified actions from Focus Area Reports Dec/Jan event	6%	>80 % of identified actions complete	All identified Action Completed	All actions complete plus actions from PUB/Govt review
Financial Performance (Dept) *See Note	8%	1% or less above 2014 budget	2014 budget	>= 2.5% below 2014 budget
Financial Performance (Division)	4%	1% or less above 2014 budget	2014 budget	>= 2.5% below 2014 budget
Secondary Goals				
RACI Compliance	3.50%	75% RACI compliance for applicable Gen & Rural Planning Processes	90% RACI compliance for applicable Gen & Rural Planning Processes	100% RACI compliance for applicable Gen & Rural Planning Processes
RACI Compliance	3.50%	75% RACI compliance for applicable Market Analysis Processes	90% RACI compliance for applicable Market Analysis Processes	100% RACI compliance for applicable Market Analysis Processes
All Other Workplan Objectives	7%	75% or more of the 2013 workplan items have been completed	90% or more of the workplan objectives have been completed	100% or more of the workplan objectives have been completed

2014 PERFORMANCE CONTRACT

Line of Business/Division:		NL Hydro		
Department/Region:		System Operations and Planning		
Position:		Manager, System Operations Engineering		
Target:		10%		
Performance Indicator		Threshold	Target	Opportunity
Safety				
System Operations and Planning Division	10%	zero injuries + total SWOP observations >= 80	zero injuries + total SWOP observations >= 100	zero injuries + total SWOP observations >= 120
FELT Leadership	10%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
Hydro's General Rate Application (GRA)	12%	VP Judgement	Support Hydro's GRA process and Hearing - meeting all timelines	VP Judgement
System Operations - Interface Management for the Lower Churchill Project	8%	80% or more of active interfaces on schedule	90% or more of active interfaces on schedule	100% of active interfaces on schedule
Response to identified actions from Focus Area Reports - December/January events	6%	80% or more of identified actions completed	100% of identified actions completed	100% of identified actions completed plus actions from PUB/Government reviews
Financial Performance (Department)	6%	1% or less above 2014 budget*	2014 budget*	>= 2.5% below 2014 budget*
Financial Performance (Division) *see note	4%	1% or less above 2014 budget*	2014 budget*	>= 2.5% below 2014 budget*
Secondary Goal(s)				
RACI Compliance	7%	75% or more RACI compliance for applicable System Operations processes	90% or more RACI compliance for applicable System Operations processes	100% RACI compliance for applicable System Operations processes
All Other Workplan Objectives	7%	75% or more of the 2014 Departmental workplan objectives completed	90% or more of the 2014 Departmental workplan objectives completed	100% or more of the 2014 Departmental workplan objectives completed