

1 Q. **2013 General Rate Application, Intercompany Transaction Costing Guidelines –**
2 **Exhibit 8**

3 Page 6, lines 9-10 - Provide the employee job descriptions for each position within
4 Nalcor's Leadership Team in 2013.

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7 A. Job Descriptions for the following Nalcor Leadership Team positions are attached:

- 8 1. President and Chief Executive Officer;
9 2. Vice-President of Finance and CFO;
10 3. Vice-President, Newfoundland and Labrador Hydro;
11 4. Vice-President, System Operations and Planning;
12 5. Vice-President, Project Execution and Technical Services;
13 6. Vice-President, Human Resources and Organizational Effectiveness;
14 7. General Counsel and Corporate Secretary;
15 8. Vice-President, Corporate Relations; and
16 9. Manager of Internal Audit.

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18 In addition to his executive position with Nalcor Energy, the incumbent, Mr. Ed
19 Martin, is also the President and CEO of the following entities:

- 20 • Newfoundland and Labrador Hydro;
21 • Churchill Falls (Labrador) Corporation Limited;
22 • Nalcor Energy – Oil and Gas; and
23 • Nalcor Energy – Bull Arm Fabrication Inc.

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25 Job descriptions for the following members of the Nalcor Leadership Team have not
26 been provided. The incumbents do not provide executive level leadership to Hydro
27 and are not involved in the management of Hydro's operations.

- 1 1. Vice-President, Oil and Gas;
- 2 2. Vice-President, Lower Churchill; and
- 3 3. Vice-President, Strategic Planning and Business Development.

POSITION DESCRIPTION

President and Chief Executive Officer

Company:	Nalcor Energy
Division:	Executive Leadership
Location:	St. John's

The President and CEO is accountable to the Board of Directors of Nalcor Energy (Nalcor) for the general direction, supervision and control of the activities of Nalcor and its affiliated companies, and ensuring that the mandates of Newfoundland and Labrador Hydro; Churchill Falls (Labrador) Corporation Limited; Nalcor Energy – Oil and Gas Inc.; Nalcor Energy – Bull Arm Fabrication Inc.; the Lower Churchill Project; and other affiliated companies and business units of Nalcor are managed and delivered safely and cost-effectively and to a world class standard. Within the mandate outlined by the Province of Newfoundland and Labrador and in applicable provincial legislation, including the Energy Corporation Act and the Hydro Corporation Act, the President and CEO leads the development of the Company's long-term vision and goals, and the planning and execution of the strategies and processes required to achieve these goals and optimize the development of the Province's energy assets on behalf of the citizens of the province.

In addition to Nalcor Energy, the incumbent serves as the President and CEO of the following entities:

- a) Newfoundland and Labrador Hydro
- b) Churchill Falls (Labrador) Corporation Limited
- c) Nalcor Energy – Oil and Gas Inc.
- d) Nalcor Energy – Bull Arm Fabrication Inc.
- e) Lower Churchill Development Corporation Limited
- f) Gull Island Power Company Limited.

POSITION DESCRIPTION

Vice-President, Finance and Chief Financial Officer

Company:	Nalcor Energy
Division:	Finance
Location:	St. John's

Summary of Job Function

The Vice-President, Finance & CFO is accountable to the President and CEO for providing executive level leadership and direction within Nalcor Energy and across all Nalcor lines of business in the functional areas of controllership, taxation, information systems, supply chain, treasury, financing, commercial, risk management, investment evaluation, financial planning, and rates and regulation.

As a member of the Company's leadership team, the VP, Finance & CFO also participates in the development and execution of strategic plans, initiatives and decisions in support of the mandate and goals of both Nalcor and its various business units.

Key Responsibility Areas

- Supporting Corporate Growth – senior strategic leadership to support the Company's growth activities in the areas of evaluation of investment opportunities, negotiation of commercial agreements, financing new investments, tax planning, corporate structuring, and due diligence activities.
- Finance and Corporate Services – senior strategic leadership in the areas of controllership, information systems, and supply chain for Nalcor and the business units.
- Rates and Regulatory – senior strategic leadership in the area of rates and regulation, with a primary emphasis on activities to support the rates and regulatory activities of Newfoundland and Labrador Hydro.
- Treasury, Financing and Risk Management – senior executive level support to ensure financing is available to support the Company's growth and re-investment activities, risk management processes are in place, and cash management processes ensure cash is available as required.

Direction Received

The VP, Finance & CFO receives direction of a general nature from the President and CEO. Near and longer term goals and objectives are agreed upon annually as part of the Company's corporate planning process, and the Vice-President is expected to exercise significant autonomy

in ensuring the Division's activities are carried out to a high standard and in a manner that supports and enables the Company's long-term success.

Direction Exercised

The VP, Finance & CFO provides functional leadership and direction to a group of functional leaders who deliver a wide spectrum of services, programs and support to all business units and divisions within Nalcor. The functional leaders who report directly to the Vice-President, and their key areas of functional accountability, are as follows:

- General Manager, Finance & Corporate Services
 - External and internal financial reporting
 - Budgeting and forecasting activities
 - Tax planning and compliance activities
 - Financial processes, systems and controls
 - Business unit controllers / business unit support
 - Information systems across all business units
 - Procurement activities for all business units (excluding Lower Churchill)
 - Hydro Place administration and building management activities
- General Manager, Commercial and Financing
 - Cash management processes
 - Financing to support growth and re-investment plans
 - Financial risk management policies and execution
 - Enterprise Risk Management
 - Insurance activities for all business units
 - Commercial negotiations and agreements, primary emphasis on Lower Churchill
- Manager, Investment Evaluation
 - Financial evaluation of potential investment opportunities
 - Medium and long-term financial planning
 - Due diligence activities
 - Activities to support Federal Loan Guarantee negotiation and implementation
 - Develop and maintain corporate financial and economic assumptions
 - Support financial analysis of key strategic corporate initiatives
- General Manager, Finance (Lower Churchill)
 - Financing for the Lower Churchill
 - Financial processes, systems and controls for Lower Churchill
 - Implementation of Lower Churchill commercial agreements
 - Insurance and risk management activities for Lower Churchill
 - Liaison with LCP project team, project controls and corporate finance team on finance, cash management, procurement, risk management, due diligence and cost control matters.

- **Manager, Rates and Regulatory**
 - Manages all regulatory activities for Hydro, including the capital budget, general rate application, and other regulatory filings
 - Coordinates all periodic regulatory reporting for Hydro
 - Provides overall direction on regulated and non-regulated rate setting activities

POSITION DESCRIPTION

Vice-President, Newfoundland and Labrador Hydro

Company:	Newfoundland and Labrador Hydro
Division:	Regulated Operations
Location:	St. John's

Summary of Job Function

The Vice-President - Newfoundland and Labrador Hydro (NLH) is accountable to the President and CEO for providing executive level leadership and direction for NLH in all areas of its regulated operation activities including strategy and execution. The VP NLH leads the NLH leadership team including direct operational reports and functional leads assigned to NLH.

As a member of Nalcor's leadership team, the VP, NLH also participates in the development and execution of strategic plans, initiatives and decisions in support of the mandate and goals of both Nalcor and its various business units.

Key Responsibility Areas

- Safety and Health – Provides leadership throughout NLH in the execution of plans to continually improve safety performance to maintain the NLH as a recognized safety leader. Provides significant input to the development of strategic plans for Safety and Health.
- Asset Management – Provides leadership throughout NLH in the execution of plans to deliver asset performance that result in least life cycle cost of the assets that meet operational reliability requirements. Works closely with the Office of Asset Management and Project Execution and Technical Services in the development of strategy plans to continually improve asset management practices.
- Financial Management – Provides leadership throughout NLH to maintain a high cost control environment to optimize cost for delivery of electricity related services to customers.
- Environmental Management – Provides leadership throughout NLH to prevent pollution, comply with environmental commitments and seek continual improvement in environmental performance. Provides significant input to the development of strategic plans for environmental performance improvements.
- Human Resources Management – Provides leadership throughout NLH that result in a highly motivated and effective workforce that is aligned with the strategic direction of NLH. Provides significant input to the development of strategic plans for human resource plans.

Direction Received

The VP, NLH receives direction of a general nature from the President and CEO. Near and longer term goals and objectives are agreed upon annually as part of the Company's corporate planning process, and the Vice-President is expected to exercise significant autonomy in ensuring NLH's activities are carried out to a high standard and in a manner that supports and enables its long-term success.

Direction Exercised

The VP, NLH provides leadership and direction to a group of managers and their staff who operate and maintain generation, transmission and distribution facilities. In addition the Vice-President provides leadership to Hydro functional leads within Nalcor functional departments. The managers who report directly to the Vice-President, and their key areas of accountability, are as follows:

- General Manager of Transmission and Rural Operations -- Operations, Work Execution and Long Term Asset Planning for:
 - Transmission Lines and Terminals Facilities
 - Distribution Lines
 - Isolated and Interconnected Diesel Generation
 - Combustion Turbine Generation
 - Telecommunication and Related Facilities
 - Fleet Vehicles
 - Customer Field Services
- Manager of Thermal Generation -- Operation, Work Execution and Long Term Asset Planning for the 490 MW Holyrood Generating Facilities:
 - Three large steam turbine generating units
 - Fuel Storage Facility
 - Common Plant Facilities
 - Combustion Turbine
- Manager of Hydro Generation -- Operations, Work Execution and Long Term Asset Planning for:
 - Nine hydroelectric generating plants ranging in size from less than 1 to 604 MW
 - Dams, dykes and control structures
 - Road network connecting all hydroelectric facilities
- Manager of Exploits and Menihek Generation -- Operation, Work Execution and Long Term Asset Planning for:
 - Four hydroelectric generating plants ranging in size from than 1.6 MW to 72 MW
 - Dams, dykes and control structures

POSITION DESCRIPTION

Vice-President, System Operations and Planning

Company:	Newfoundland and Labrador Hydro
Division:	System Operations and Planning
Location:	St. John's

Summary of Job Function

The Vice-President, System Operations and Planning provides technical and functional leadership and guidance to the Company and other affiliated companies of Nalcor Energy in the areas of system operations and system planning. The VP leads the design of Hydro's electrical system to ensure a seamless integration of the Muskrat Falls generation facility, Labrador-Island Transmission Link, and Maritime Link into the interconnected Newfoundland and Labrador and North American systems, as well as the optimal integration of all electrical assets and water management activities within Nalcor Energy, including the development of underlying organizational structures; commercial structures and related agreements; regulatory and legislative changes; and required procedures, processes and standards.

As a member of the Nalcor leadership team, the VP, System Operations and Planning also participates in the development and execution of strategic plans, initiatives and decisions in support of the mandate and goals of both Nalcor and its various business units.

Key Responsibility Areas

- Provides ongoing functional leadership and direction in relation to the Company's system operations and system planning activities, and ensures that these groups seek and create all available synergies to ensure that they work together as effectively and as efficiently as possible as an integrated team.
- Ensures strong, positive interfaces and integration between and among all Nalcor lines of business and divisions, in particular NL Hydro; CFLCo; Project Execution and Technical Services; the Muskrat Falls/Labrador Island Link/Maritime Link project team; the Gull Island project team; Investment Evaluation; and Energy Marketing.
- Leads the design and structuring of the provincial electrical system to seamlessly and smoothly incorporate MF/LIL/ML into the Interconnected Newfoundland and Labrador system and the North American system (both through Atlantic Canada and Quebec), within the framework of a fully interconnected Newfoundland and Labrador water management system that is fully coordinated with Energy marketing, while meeting or exceeding required standards of system reliability and stability. Leads all activities required to ensure clarity surrounding Newfoundland and Labrador dispatch and the integration of all electrical assets, including the Churchill Falls operations and assets.

- Leads the development of necessary commercial structures and agreements related to the integration of MF/LIL/ML into the provincial electrical system, as well as the development and implementation of the appropriate regulatory system and related procedures and processes required to support the electrical system, including the standards related to open access, external reliability requirements, and legislative changes required to implement.
- Leads the design of the organizational structure for electricity operations within Nalcor that will most effectively and efficiently manage the Company's electricity system, ensure cost optimization, and ensure effective system control and protection.

Direction Received

The VP System Operations and Planning receives general direction from the President & CEO. Specific divisional objectives and workplans are agreed upon annually, and work progress is reviewed through periodic meetings and verbal and written reports. The VP is expected to exercise significant autonomy in ensuring the Division's activities are carried out to a high standard and in a manner that supports and enables the Company's long-term success.

Direction Exercised

The Vice-President leads an integrated team of engineers, analysts, and other technical/operations personnel who are responsible for the planning and design of the Company's generation and transmission systems and infrastructure, as well as the day-to-day management and operation of the Company's electricity system assets throughout Newfoundland and Labrador, in a manner which ensures the safe, reliable and cost-effective delivery of energy throughout the province. The Managers reporting directly to the VP, and their key areas of accountability, are as follows:

- Manager of System Operations and Integration Support
 - Responsible for the operation the provincial power grid
 - Provides leadership to the Provincial Energy Control Center
 - Provides leadership and support to a team planning the technical integration of MF and the interconnection of the Island, Labrador and Maritime systems
- Manager of Transmission Planning and Integration Support
 - Leads the planning of all Hydro/Nalcor transmission and terminals systems
 - Provides leadership and support to a team planning the technical integration of MF and the interconnection of the Island, Labrador and Maritime systems
 - Provides technical support and guidance to all Hydro/Nalcor engineering and operations groups including Churchill Falls and the Lower Churchill Project Team
- Manager of Generation and Rural Planning
 - Responsible for the Hydro generation planning function
 - Responsible for Hydro rural generation and distribution planning
 - Responsible for the Hydro/Nalor load forecasting and market analysis function

POSITION DESCRIPTION

Vice-President, Project Execution and Technical Services

Company:	Nalcor Energy
Division:	Vice-President, Project Execution and Technical Services
Location:	St. John's

Summary of Job Function

Reporting to the President and CEO, the Vice-President of Project Execution and Technical Services (PETS) leads a diverse team of senior project execution managers, discipline managers, engineers, and other staff to meet the challenges of a growing capital program and the ongoing needs for excellent technical support. The VP provides ongoing functional leadership and direction across all areas of the Company with a focus on ensuring best practice processes and standards in the areas of asset management, project design, and project management. The VP also leads the development, design and execution of selected multi-disciplined complex capital projects as required.

As a member of the Company's leadership team, the VP, PETS also participates in the development and execution of strategic plans, initiatives and decisions in support of the mandate and goals of both Nalcor and its various business units.

Key Responsibility Areas

- Interacts with line of business leaders and asset owners in facilitating the ongoing development of long term asset management plans, and oversees the consolidation of the Company's long-term 20 year plan.
- Coaches and mentors members of the PETS team, ensuring the effective, timely and on-budget execution of the Division's annual project execution programs for both regulated and non-regulated lines of business.
- Provides directional coaching to the Office of Asset Management and advances the Company's long-term strategy, and the development and maintenance of Nalcor's asset management framework through all lines of business.
- Leads the development, design and maintenance of system-wide operating standards, and works with planning and operations leadership to establish service standards and operating parameters.
- Leads the coordination of internal and external skills/resources to address significant maintenance and operational issues, and facilitates the establishment of "councils of experts" to share best practices within operational areas.

- Leads the development and consistent use of project management standards, guidelines and methods and promotes the consistent use of best practice project management approaches across all Nalcor businesses.
- Ensures high quality project execution support to business lines in the areas of estimating, planning, scheduling, cost control, expediting, quality assurance, interface management, change management coordination, contract management, and all other aspects of project management execution.
- Ensures that the knowledge, skills and competencies of the Division's staff are maintained at a high level through appropriate individual and team-based professional development initiatives.

Direction Received

The VP, PETS receives direction of a general nature from the President and CEO. Near and longer term goals and objectives are agreed upon annually as part of the Company's corporate planning process, and the Vice-President is expected to exercise significant autonomy in ensuring the Division's activities are carried out to a high standard and in a manner that supports and enables the Company's long-term success.

Direction Exercised

The VP provides functional leadership and coaching within a matrix based technical services group. With an emphasis on safety, quality, cost and timely delivery, the VP ensures that the appropriate structure, process framework, and resources and capacity are available to support the execution of long-term asset management programs; to enable the growth of councils of technical experts; and to build multi-discipline teams in support of capital program execution and ongoing technical support to operations.

The VP coaches and mentors discipline managers and program managers on the development of their annual objectives and deliverables, and lead initiatives that focus on continuous improvement.

POSITION DESCRIPTION

Vice-President, Human Resources and Organizational Effectiveness

Company:	Nalcor Energy
Division:	Human Resources and Organizational Effectiveness
Location:	St. John's

Summary of Job Function

The Vice-President, Human Resources and Organizational Effectiveness (HR/OE) is accountable to the President and CEO for providing executive level leadership and direction within Nalcor Energy and across all Nalcor lines of business in the functional areas of safety and health; environmental services; human resources; labour relations; and organizational effectiveness. As a member of the executive leadership team, the VP, HR/OE also participates in the development and execution of strategic plans, initiatives and decisions in support of the mandate and goals of both Nalcor and its various business units.

Key Responsibility Areas

- Safety and Health – Provides senior strategic leadership to the Nalcor group of companies in developing and maintaining the systems, processes, competencies and culture necessary to achieve and sustain the Company's position as a recognized safety leader.
- Environmental Stewardship and Compliance – Provides senior strategic leadership to the Nalcor group of companies in developing and maintaining the systems, processes, competencies and culture necessary to achieve and sustain Hydro's position as a recognized environmental leader, and to ensure we meet or exceed all applicable regulatory standards and requirements.
- Human Resources – Provides senior strategic leadership to the Nalcor group of companies in all areas related to the management and development of the company's human capital. Leads the development, implementation and continuous improvement of best practices with the objective of enabling a highly engaged, skilled and committed workforce, and positioning Nalcor as a leading employer in the country.
- Labour-Management Relations – Oversees the Company's strategies for building and maintaining highly effective labour-management relations at all levels of the company, characterized by high levels of union engagement and involvement, mutual respect, and a collaborative, principles-based approach to issue management and resolution.

Direction Received

The VP, HR/OE receives direction of a general nature from the President and CEO. Near and longer term goals and objectives are agreed upon annually as part of the Company's corporate planning process, and the Vice-President is expected to exercise significant autonomy in ensuring the Division's activities are carried out to a high standard and in a manner that supports and enables the Company's long-term success.

Direction Exercised

The VP, HR/OE provides functional leadership and direction to a group of Managers and their staff who deliver a wide spectrum of services, programs and support to all business units and divisions within Nalcor. The Managers who report directly to the Vice-President, and their key areas of functional accountability, are as follows:

- **Manager of Human Resources and Labour Relations**
 - Recruitment and orientation
 - Compensation strategy and job evaluation administration
 - Performance management
 - Leadership development and training administration
 - Payroll and benefits administration
 - Succession and workforce planning
 - Employee engagement
 - Organization design and process/team improvement advisory services
 - Collective bargaining, collective agreement advisory services, dispute resolution, ongoing labour-management relations
- **Manager of Safety and Health**
 - Development and maintenance of safety standards
 - Management and oversight of corporate safety processes (Work Protection Code; Work Methods; Confined Space Entry; Fall Arrest; etc.)
 - Coordination/oversight of OHS regulatory compliance
 - Safety advisory services to business units
 - Safety performance reporting
 - Safe Workplace Observation Program (SWOP)
 - Coordination of early and safe return to work programs
 - Employee and Family Assistance Program (EFAP)
 - Employee wellness
- **Manager of Environmental Services**
 - Maintenance of the ISO 14001 Environmental Management System
 - Coordination/oversight of the Company's annual continuous improvement plan
 - Environmental advisory/support services (environmental permitting; environmental emergency response; environmental protection plans; environmental impact assessment; etc.)
 - Project surveillance and compliance auditing

POSITION DESCRIPTION

General Counsel and Corporate Secretary

Company:	Nalcor Energy
Division:	General Counsel and Corporate Secretary
Location:	St. John's

Summary of Job Function

The General Counsel and Corporate Secretary reports to and is accountable to the President and CEO for providing leadership and direction to Nalcor Energy and its affiliated companies including all Nalcor lines of business in the areas of legal and corporate secretarial services, governance and co-ordination of Access to Information and Protection of Privacy Act (ATIPPA), Citizens Representative and Conflict of Interest matters.

The General Counsel and Corporate Secretary is a member of the Company's Leadership Team and participates in the development and execution of corporate and lines of business strategic plans, goals, initiatives and decisions.

Key Responsibility Areas

General Counsel

- Provides leadership and direction in the delivery of legal services to senior leadership and the Company on a broad range of legal matters including compliance with laws and corporate standards; corporate and commercial and property transactions; incorporation of corporate entities, continuous improvement of standard form commercial agreements, human resources and labour relations and other such matters requiring legal services.
- Provides strategic leadership and support and interaction with senior leadership in the development and execution of Company and Divisional plans.
- Coordinates and manages internal and external legal counsel and resources in the development and execution of a highly effective strategy with respect to corporate litigation, regulatory and other proceedings before courts and administrative boards and tribunals.
- Leads, directs and implements strategies and best practices to maintain and build upon the knowledge, skills and competencies of in-house counsel in order to deliver highly effective and efficient legal services to the Company.
- Develops and manages Divisional budgets and ensures the effective allocation of time of in-house legal counsel with regard to legal services provided to Company.

- Leads, coordinates, and provides oversight in co-ordination of ATIPPA, Citizens Representative and Conflict of Interest matters.

Corporate Secretary

- Provides leadership and direction with respect to the delivery of corporate secretarial services to Nalcor Energy and affiliated companies and works with senior leadership, the Nalcor Governance Committee and Boards of Directors to provide effective and efficient corporate secretarial services and identification and implementation of corporate secretarial and governance best practices.
- Coordinates meetings of Boards of Directors, Board committees and Leadership Teams for Nalcor Energy and affiliated companies, and ensures that mandates are reviewed and updated as required and that decisions are documented.
- Ensures the effective and timely orientation of new Board members and provides educational opportunities for Board members to enhance and build upon their knowledge and skills with regard to the Company and Board governance best practices.

Direction Received

General Counsel and Corporate Secretary receives direction of a general nature from the President and CEO. Divisional and Corporate Plan near and longer term objectives, goals and initiatives are agreed upon annually as part of the Company's corporate planning process. The General Counsel and Corporate Secretary is expected to exercise significant autonomy in ensuring the Division's Plan and activities are carried out to a high standard and in a manner that supports and enables the Company's long-term success.

Direction Exercised

Functional leadership and direction to in-house and external legal counsel in providing a broad range of legal, corporate secretarial and administrative services to the Company.

Leadership and direction with respect to continuous improvement to ensure that legal, corporate secretarial and governance best practices are identified and implemented where appropriate.

Leadership and oversight to regularly review and establish actions plans to ensure that relevant Corporate, Department and personal targets and initiatives are achieved and look for opportunities for continuous improvement.

POSITION DESCRIPTION

Vice-President, Corporate Relations

Company:	Nalcor Energy
Division:	Corporate Relations
Location:	St. John's

Summary of Job Function

The Vice-President, Corporate Relations is a senior level corporate and public relations position in the Company responsible for developing and directing programs and activities to enhance the Company's corporate reputation and to maintain favorable relationships with its various stakeholders in accordance with established policies.

As a member of the Company's leadership team, the VP, Corporate Relations also participates in the development and execution of strategic plans, initiatives and decisions in support of the mandate and goals of both Nalcor and its various business units.

Key Responsibility Areas

- Develops annual integrated Corporate Relations strategic planning for on-going and emerging issues in the short, medium and long term for all Nalcor operations in support of the overall business strategy and goals.
- Provides strategic advice to the CEO, as well as undertaking leadership on behalf of the CEO, in relation to key special projects and undertakings.
- Creates, develops, and manages principles, policies, processes and tools for Corporate Relations throughout the business and operations.
- Leads the corporate efforts in: corporate communications, government relations, employee communications, regulatory/PUB communications, marketing communications, customer service & energy efficiency, community investment, community relations, stakeholder engagement and consultation, and corporate social responsibility.
- Leads the integrated management of all external relations, directing government and stakeholder relations, policy making, corporate representation and advocacy, and public relations business strategy support. Develops and implements positive media programs and maintains relations with the leading media locally, nationally, and internationally.
- Leads the people, processes and budgets associated with Hydro's Customer Service activities, including: Planning, Administration and process improvement; New Services; Revenue Metering & Quality Assurance; Meter Reading & Reporting; Customer Billing

(Rural); Collections; Customer Communications; Damage Claim Processing; Energy Management; Industrial & Retail Customer Metering & Invoicing.

- Directs the efforts of the customer service and energy efficiency teams in regards to both internal and external energy efficiency activities including coordination with outside agencies, government departments, NGOs and utilities.
- Leads the management of corporate relations issues arising from Executive/Management Committee priorities.
- Establishes, develops and maintains relationships with key stakeholders, senior authorities, and relevant groups to implement Nalcor's strategic goals.
- Provides leadership in the development of clear short and long-term goals for the communications and shareholder relations team for all regions and lines of business.
- Ensures the consistent application of the corporate profile/brand of Nalcor wherever the Company operates through the management of multiple internal and external communications and community relations vehicles, including measuring and tracking the impact of these initiatives.
- Directs the corporate strategic communications efforts of Nalcor Energy internationally, ensuring alignment of policy, strategy, tactics and tools as appropriate.
- Provides leadership and necessary coordination of the Company's social responsibility activities and reporting.

Direction Received

The Vice-President Corporate Relations receives general direction from the President & CEO who ensures the VP is informed of the general strategic direction of the Corporation. Specific divisional objectives and workplans are agreed upon annually. Work progress is reviewed through periodic meetings, verbal and written reports. The VP has wide latitude for discretion relative to ongoing activities within the framework of existing corporate policies and exercises a high degree of initiative and judgment in areas of Corporate Communications & Shareholder Relations; Energy Efficiency; and Customer Service.

Direction Exercised

The Vice-President leads corporate functions and services including: corporate communications; government relations; employee communications; regulatory/PUB communications; marketing communications; customer service & energy efficiency; community investment; community relations; stakeholder engagement and consultation; and corporate social responsibility. The VP is responsible for work performances and the effectiveness of the work processes.

POSITION DESCRIPTION

Manager of Internal Audit

Company:	Nalcor Energy
Department:	Internal Audit
Location:	St. John's

Summary of Job Function

The Manager of Internal Audit is generally accountable to the President and CEO and to the Audit Committee of Nalcor Energy's Board of Directors for directing the activities of the Internal Audit department consistent with the Department's mandate, objectives and overall strategic focus; ensuring the effective execution of annual and multi-year internal audit plans which address the areas of highest priority from a corporate risk perspective; identifying opportunities for accepting, eliminating or mitigating identified risks and/or improving controls and process compliance, and presenting related recommendations to the CEO and the Audit Committee as required; and generally ensuring that Nalcor's internal audit program is conducted in line with recognized industry best practices.

As a member of the Company's leadership team, the Manager of Internal Audit also participates in the development and execution of strategic plans, initiatives and decisions in support of the mandate and goals of both Nalcor and its various business units.

Key Responsibility Areas

- Works with Internal Audit staff to establish the Department's annual workplan, and monitors the progress of plan execution through regular monthly team meetings, project-specific meetings and conferences, and ongoing discussions and meetings with both staff and clients.
- Through ongoing supervision and functional leadership, ensures that the Internal Audit Department provides effective, value-added assistance to executives and managers as needed in relation to day-to-day operations:
 - assessing the adequacy of accounting and administrative controls and promoting effective control at reasonable cost;
 - verifying compliance with corporate processes and standards and with applicable statutory/regulatory requirements;
 - ensuring that controls exist to safeguard assets from loss;
 - assessing the quality of performance relative to any performance standards or expectations that have been established by management;
 - recommending improvements relative to the effective utilization of resources;

- providing advisory services on system and control matters, and performing special studies for management in such areas if requested.
- Works with Nalcor's Chief Risk Officer and his/her team; Line of Business executives and other members of the Senior Leadership Team; the President/CEO; and the Audit Committee to review, validate and, as necessary, modify the five year audit plan to reflect agreed upon areas of focus and priority. As appropriate and required, identifies any tasks and/or projects which may require the engagement of external professional resources to complement or supplement those available internally.
- Establishes an annual schedule of meetings with the Audit Committee and the key items and deliverables to be included on the Agenda for each meeting. Maintains regular communication with both the Chair of the Audit Committee and the President and CEO on matters pertaining to Internal Audit.
- Reviews the controls and the related systems and processes currently in place for Phase I of the Lower Churchill Project; identifies any process, structural, reporting or other changes which may be required either within the LCP team or within Nalcor's corporate areas to ensure that key financial risks for Nalcor are effectively managed and controlled; and works with the main stakeholders, including the Project Director, the VP Lower Churchill Project, and the VP Finance and CFO, to develop alignment in relation to the reporting and audit protocol that will operate between the project and the Internal Audit Department.
- Participates as a member of Nalcor's Senior Leadership Team and in all monthly and special meetings of the Leadership Team, and actively contributes to all Leadership Team discussions and deliberations.

Direction Received

The Manager, Internal Audit receives direction from the Audit Committee of the Board of Directors, and reports administratively to the President and CEO. Near and longer term goals and objectives are agreed upon annually as part of the Company's corporate planning process and in consultation with the Audit Committee, and the Manager is expected to exercise significant autonomy in ensuring the Department's activities are carried out to a high standard and in a manner that supports and enables the Company's long-term success.

Direction Exercised

The Manager, Internal Audit functional leadership and direction to the Internal Audit group, and works closely with the Senior Auditor in directing and reviewing the activities of all Auditors.