

1 Q. **2013 General Rate Application, Intercompany Transaction Costing Guidelines –**
2 **Exhibit 8**
3 Page 7, lines 10-13 - Provide the employee job descriptions for each position within
4 Nalcor's Investment Evaluation department in 2013.

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7 A. Table 1 outlines the positions within Nalcor's Investment Evaluation department in
8 2013 that charge time into Hydro. PUB-NLH-253, Attachment 1 contains a copy of
9 each job description.

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Table 1

Position
Manager, Financial Planning and Investment Analysis
Senior Financial Analyst – Investment Analysis

Manager – Financial Planning and Investment Analysis**Location Information**

Company:
Division: Finance
Department: Investment Evaluation
Section: Investment Analysis and Evaluation
Subsection:
Location: St. John's

Organization Reporting**Direction Received:**

The Manager - Financial Planning and Investment Analysis will report to the Manager – Investment Evaluation. The position will require significant cross-functional interaction with other business units, including the Lower Churchill, Business Development, Oil & Gas, Energy Marketing, Regulated Operations, and Churchill Falls.

Direction Exercised:

The Manager - Financial Planning and Investment Analysis will provide direction and leadership to a team of analysts primarily responsible for the following:

- conducting investment evaluation activities related to major projects and investments;
- overseeing the financial planning function for the Nalcor Energy Group ("Nalcor Energy") and its lines of business; and
- coordinating cold eyes due diligence reviews of major contracts and agreements

Job Description**Summary of Job Function:**

The Manager - Financial Planning and Investment Analysis will report to the Manager – Investment Evaluation and will be responsible for overseeing the financial planning function for Nalcor Energy and preparing investment analysis for major commercial investments. The Manager - Financial Planning and Investment Analysis will ensure an appropriate nature and level of planning and related analysis is performed on investments being considered, with a particular emphasis on the Lower Churchill, wind and alternative energy projects, oil & gas activities, new sources of generation, and other significant investments in the existing Regulated and Upper Churchill business units.

Principal Activities, Duties, and Responsibilities:

The Manager - Financial Planning and Investment Analysis will lead a team of financial professionals and liaise with external advisors for overall service delivery, leadership and direction for assignments related to the following key activities:

- a. Preparation of financial and economic analyses for major projects and investments being considered by all of Nalcor Energy's business units.
- b. Preparation and maintenance of long-term business plans, forecasts, and projections for Nalcor Energy.
- c. Coordinating cold eyes due diligence reviews of major contracts and agreements.
- d. Assist in the preparation of investment evaluations in accordance with the investment evaluation

methodology in support of the decision gate process, in conjunction with the Manager, Economic Analysis.

e. Periodic review and maintenance of a capital allocation process to ensure capital is allocated to those investments that maximize shareholder returns, while giving due consideration to strategy, risk, reliability, safety and other considerations.

f. Ensuring the coordination and integration of activities and analysis within and between business units as necessary.

g. Participating in and conducting due diligence activities.

h. Supporting the business units in concept development and negotiations.

i. Other duties as may be required.

Job Specifications

Education:

Accounting designation (CA, CMA, or CGA) or Masters Degree in Business Administration

Experience:

A minimum of ten years of experience in financial and economic analysis, corporate finance, evaluation of natural resource or infrastructure projects and demonstrated leadership and communication skills.

Special Skills, Job Requirements, Working conditions, Etc.

Strong analytical and problem solving skills

Excellent interpersonal and communication skills

Well organized, with an ability to manage multiple priorities and tight deadlines

Energy sector experience is considered an asset

Functional knowledge of taxation and related planning issues is considered an asset

Personnel Information

Salary Grade:

Job Number:

Status:

Active

Senior Financial Analyst - Investment Evaluation**Location Information**

Company:
Division: Finance
Department: Investment Evaluation
Section: Investment Analysis and Evaluation
Subsection:
Location: St. John's

Organization Reporting**Direction Received:**

The Senior Financial Analyst – Investment Evaluation will report to the Financial Planning and Investment Analysis Manager. This position requires significant knowledge of the operations encompassed within the Nalcor Energy ("Nalcor") lines of business, and entails cross-functional interaction with other business units, including Newfoundland and Labrador Hydro, Churchill Falls, Lower Churchill Project, Oil and Gas, and Bull Arm Fabrication.

The incumbent is expected to use a high level of initiative and judgement to develop, analyze, interpret, and report financial information received from across the Nalcor lines of business, for the provision of key information to support financial planning and investment analysis processes, on a continuing and special project basis. Many projects presented to the incumbent lack precedence and require critical thinking within the bounds of a solid technical background in order to develop sound, timely and accurate information. The incumbent must be flexible in his/her work approach to accommodate changes in priorities resulting from the management of several projects simultaneously.

Direction Exercised:

No direct reports

Job Description**Summary of Job Function:**

Preparation of financial projections for entities within the Nalcor group of companies, as well as on a consolidated basis, as assigned by the Financial Planning and Investment Analysis Manager. This will entail maintenance, and where necessary development and enhancement of detailed projection models to reflect the evolving nature of Nalcor's lines of business and legal entities. Such duties will require an in-depth and specialized knowledge of the financial and operational aspects of the various lines of business throughout the organization, and will entail communication with various key individuals within the lines of business. Preparing investment analysis and evaluation deliverables for commercial investments being considered by Nalcor. The Senior Financial Analyst – Investment Evaluation will ensure an appropriate nature and level of analysis is performed on investments being considered, with a particular emphasis on the Lower Churchill, wind and alternative energy projects, oil & gas activities, new sources of generation, and other significant investments.

The provision, or evaluation of, cost-benefit and scenario analysis as required, along with other financial decision support activities as necessary, to support capital and operating planning and reporting activities throughout the organization, and also, where necessary, in support of external information requirements.

Provide a support role for other projects and functions as deemed necessary.

Principal Activities, Duties, and Responsibilities:

The Senior Financial Analyst – Investment Evaluation will be a member of a team of financial and economic professionals and will be responsible for the following:

- a. Preparation of financial projections as required and/or assigned, for Nalcor and the lines of business within Nalcor. The preparation of such projections, and the support for the detailed set of assumptions inherent in the projections will require ongoing, extensive, and collaborative data/information gathering activities across the organization (and in certain cases, external to the organization), and involvement with the appropriate levels of staff.
- b. Preparation of scenario analysis as required for individual business units to support strategic planning and other management activities.
- c. Maintenance, development, operation, and updating of financial models of the business units and/or legal entities of Nalcor (as assigned), including regulated operations.
- d. Preparation of financial analyses for major projects and investments being considered by the Corporation's business units.
- e. Preparation of investment evaluations in accordance with the investment evaluation methodology in support of the decision gate process.
- f. Provision of cost-benefit and other type analysis as required to support various activities and budgets across the organization, including regulated operations required submissions.
- g. Supporting the capital allocation process to ensure capital is allocated to those investments that maximize shareholder returns, while giving due consideration to strategy, risk, reliability, safety and other considerations.
- h. Ensuring the coordination and integration of activities and analysis within and between business units as necessary.
- i. Keep up to date with changes / developments in accounting principles and guidelines.
- j. Perform research as required to support financial analysis and modelling
- k. Participating and conducting due diligence activities.
- l. Supporting the business units in concept development and negotiations.
- m. Supporting regulated operations, as deemed necessary, with respect to external reporting requirements.
- n. Preparing reports and presentations as required based on financial analysis performed
- o. Foster open communications and team building across the business units, while promoting the role of the Investment Evaluation group within the organization.
- p. Assist in the development of key processes and procedures for the IE group, as well as assist in the development of suggested procedures for key activities across the organization of which the IE group is a participant.
- q. Preparation, and maintenance of detailed documentation specific to the duties and functions of the role, in support of the 'cross training' concept for the functions performed.
- r. Other duties as may be required.

Job Specifications**Education:**

Accounting designation (CA, CMA, or CGA) and/or Masters Degree in Business Administration

Experience:

Given the specialized nature of the functions of this role, at least 5-10 years experience in performing financial or investment analysis within the energy industry, preferably including major resource developments.

Special Skills, Job Requirements, Working conditions, Etc.

Superior communications and interpersonal skills, an ability to interact efficiently and professionally with all

levels of employees across the organization, along with an eagerness to establish and maintain positive working relationships.

Ability to work in a fast paced environment, while dealing with highly sensitive and confidential information.

Commitment to providing high quality, accurate financial information, often under constrained timelines.

Proven skills using software such as Microsoft Excel, Word and Powerpoint. Good working knowledge of other corporate applications including JD Edwards also considered an asset.

Ability to research, analyze and interpret information from a variety of sources and subject areas.

Personnel Information

Salary Grade:

Job Number:

Status:

Active