

HR/OE Divisional Work plan - 2013			
Safety and Health Department: MANAGER (Accountable)			
Ref	Rank	EOE	Initiative/Project/Verbal
Corporate/Functional			Responsible
SH1	1	Nalcor	Work Protection Code Implement audit application and commence process audits for electricity operations Review and revise on line refresher course content Support development ECC electronic work protection software application
SH2	1	Nalcor	Work Methods Develop, implement work method audit template and commence process audits to assess compliance to corporate standard Review and revise as necessary a process for reviewing task inventories, critical tasks, task based risk assessments and work methods
SH3	1	Nalcor	Grounding and Bonding Complete implementation and associated training for Line Operations. Commence development of corporate standard for plants and stations.
SH4	1	Nalcor	Safety Culture Continue support of Safety Culture Action Plan reporting groups Continue delivery of BeSafe Coaching Program workshops Develop and conduct survey to evaluate BeSafe coaching program
SH5	1	Nalcor	Prevention Awareness/Communication Develop awareness campaign targeting slips/ trips/ falls; hand related injuries; sprains/ strains; and vulnerable workers Continue Public Safety campaign - Electrical Line Contacts and participate in working group meetings with external parties.
SH6	1	Nalcor	Occupational Health and Wellness Develop HCP program evaluation plan and implement 2013 assessment of and compliance to corporate hearing conservation program Develop/Deliver MSI prevention training to field and office workers. Implement 2013 Wellness Works Campaign Rollout and communication of ESRTW Standard Corporate wide
SH7	2	Nalcor	On Boarding Green Hard Hat Program - Review progress and address gaps/opportunities Support implementation Local Orientation Standard (LOS) Develop Local Orientation for Hydro Place as per the LOS and revise Corporate on-line content

HR/OE Divisional Work plan - 2013				
Safety and Health Department: MANAGER (Accountable)				
Ref	Rank	LOB	Initiative/Deliverable	Responsible
			Develop and implement standards for Task Observation and Field Safety Interaction	
SH8	2	Nalcor	OHSAS 18001 Develop OHSAS 18001 Manual	
			Develop and implement communication strategy for Standards	
			Identify and develop Standards as required.	
SH9	3	Nalcor	Fall Protection Pilot electronic fall protection equipment inspection process	
			Develop fall protection audit template and initiate process audit.	
			Evaluate fall protection rescue requirements as per a recognized standards.	
SH10	3	Nalcor	Confined Space Entry Continue to train employees in the confined space entry awareness program as per WHSCC requirements.	
			Develop confined space entry audit template and conduct field compliance audit.	
Line of Business/Divisional				
SH11	3	Hydro/CF	Arc Flash and CSMP Support PETS with Implementation of programming and training	
SH12	2	Hydro/CF/ LCP	IS&T Projects Implement Contractor Statistics System for LCP and incorporate statistics into monthly reporting.	
			Investigate Document and Record Control System to meet requirements of OHSAS 18001	
			Investigate building a hazards master system.	
			Continual improvements to SWOP and improve reporting functionality	
			Develop a fall protection and work protection pages on the GRID and migrate appropriate program documentation	

HR/OE Divisional Workplan - 2013

Environmental Services Department: **MANAGER (Accountable)**

Ref	Rank	ROE	Initiative/Deliverable	Responsible
Corporate/Functional				
ES1	1	Nalcor	EMS Expansion/Implementation	
			Complete 2013 elements of the Oil and Gas EMS gap closure plan.	
			Review potential EMS options in consideration of system structure	
			Review legal and other requirements	
			Complete 2013 elements of the Exploits Generation EMS gap closure plan.	
			Deliver and post Environmental Policy and Guiding Principles	
			Revise environmental aspects	
			Identify legal and other requirements to aspects.	
			Define objectives and targets.	
			Finalize environmental management programs.	
			Develop communication procedure	
			Complete environmental management system documentation	
			Finalize standard operating procedures	
			Complete environmental awareness training	
			Implementation of Menihok Generation EMS gap closure plan	
			Review and revise EMS documentation	
			Document control and control of records	
			Complete training, awareness and competence	
			Non-conformance, corrective and preventative action	
			Develop elements for Star Lake integration into Hydro Generation EMS, subject to budget approval	
Line of Business/Divisional				
	1	Star lake	Complete 2013 Environmental Effects Monitoring Program	
			Finalization of 2012 EEM study report	
			Monitor water spillage in Star Brook for fish entrainment if spillage occurs	
	1	Star Lake	Complete 2013 fish stocking program	
			Manage implementation of 2013 fish stocking program	
			In conjunction with Hydro Generation, assess long term contract arrangement requirements	
	2	NE-CF		

HR/OE Divisional Workplan - 2013

Environmental Services Department: **MANAGER (Accountable)**

Ref	Rank	IEOE	Initiative/Deliverable	Responsible
	1	PETS	Churchill Falls to Labrador West Transmission Line Planning and Construction Monitoring	
	1	PETS	Bay d'Espoir to Chapel Arm Transmission Line scoping of EA and Wilderness Reserve requirements	
	1	PETS	50 - 60 MW Gas Turbine EA requirement	
	1	NLH	Holyrood 4 year Air Dispersion Modeling, subject to Holyrood Generating Station completing stack sampling	
	1	NLH	Holyrood 5 year Environmental Effects Monitoring Study	
			Study design developed and approved by DOEC	
			RFP prepared and issued	
			Contract awarded	
	1	LCP		
	2	Exploits	Fish by-pass upgrades - site monitoring	
	2	Exploits	Salmon tagging study	
			Develop RFP and award contract	
			Completed field work	
			Complete report	
	1	Exploits	Phase II follow-up and remediation	
	1	Exploits	Grinding Room environmental	
	1	Hydro Generation	Provide training on the design and operational requirements of the Granite Canal Fish habitat Compensation Facilities	
			Develop training package	
			Present training package to HG staff	
	1	PETS	TL 202 & 206 assessment and monitoring of upgrade work on 50 structures	

HR/OE Divisional Workplan - 2013

Environmental Services Department: MANAGER (Accountable)

Seq	Rank	LOE	Initiative/Deliverable	Responsible
	1	PETS	TL 251 assessment and monitoring of upgrade of 6 structures on Howley causway	
	1	PETS	Develop and Implement a strategy for the identification and mitigation of Impacts of construction on bogs and wetlands.	
			Review the Capital Transmission and Distribution work for Identification of sensitive bog and wetlands to develop mitigation strategies to minimize impact.	
			Review the 2014 Capital budget submission for Transmission and Distribution work for Identification of sensitive bog and wetlands to develop migration plans for implementation during the execution year.	
	1	BAF		
	1	O&G		
	1	O&G		

HR/OE Divisional Workplan - 2013

Human Resources & Labour Relations Department: **MANAGER (Accountable)**

Ref	Rank	KOB	Initiative/Deliverable	Responsible
Corporate/Functional				
HR1	1	Nalcor	Engagement	
			Finalization & Commencement of Employee Engagement Corporate Action Plan (Performance Management & Recognition (2013); Career Development (2014))	
			Continue EES action plan support to 21 Reporting Groups	
HR2	1	Nalcor	Continue Execution of Diversity/Inclusion Action Plan	
			Implement 2013 elements of multi-year action plan with a priority for Training/Education & Awareness	
HR3	1	Nalcor	Implement Hi-Po Talent Management Process for first cohort	
			Formalize the Hi-Po Committee	
			Create list of Hi-Po candidates to develop in 2013	
HR4	1	Nalcor	Review & Complete CI gap closure plans for our Performance Management and Succession Planning processes	
			Conduct focus groups	
			Document gaps	
			Develop gap closure strategy	
HR5	1	Nalcor	Implement/Embed Nalcor's Leadership Model	
			Complete Branding of Leadership Model	
			Incorporate model into the Talent Management framework for Nalcor	
HR6	2	Nalcor	Implement gap closure actions for the LFP & MDLP	
			Work with the Gardiner Center to eliminate the gaps identified in 2012	
HR7	2	Nalcor	Corporate P&P Review	
			Complete corporate P&P's for HROE	
HR8	2	Nalcor	Insurance Benefits Renewal	
			Prepare Benefit RFP	
			Complete analysis of Responses	
			Renew Insurance Benefit carriers for 2014 & beyond	
HR9	2	Nalcor	Initiate career awareness initiative	
			Subject to funding approval, finalize project and initiate joint career awareness initiative with NL Power	

HR/OE Divisional Workplan - 2013

Human Resources & Labour Relations Department: **MANAGER (Accountable)**

Ref	Rank	LOB	Initiative/Deliverable	Responsible
HR10	2	Nalcor	LMS Implementation	
			1. LMS system enhancements - work that rolled over from the LMS V2.0 system upgrade. 2. Review and revise the R&R of LMS Training Administrators and Assistances and do follow up training on LMS and CoursePark.3. Plan to roll out LMS to all supervisors once the upgrades are complete.	
HR11	2	Nalcor	Workforce Planning Initiative	
			Design requirements for Workforce Planning Database	
			Participate in Holyrood pilot initiative	
HR12	2	Nalcor	Employee Orientation Upgrades	
			Complete planned upgrades to employee orientation	
HR13	3	Nalcor	JDE Reporting Capability	
			Identification (or confirmation) of reporting tool for JDE	
			Launch of new tool subject to final IS approval and funding	
HR14	3	Nalcor	Standard for Training at Nalcor	
			Develop a standard for training initiatives for implementation in 2014	
HR15	3	Nalcor	HRIS Security	
			Complete review of HRIS security gaps & gap closure strategy	
Line of Business/Divisional				
HR16	1	NLH	HTGS Re-Purposing Initiative	
			Continue to provide focused support for ELAC and development of re-deployment plans	
HR17	1	NLH	GRA	
			Generate Salary Budget 2014	
			Preparation for filing	
			Request for Information(RFI) - Information prepared as required	
HR18	1	CF		
HR19	1	NLH	TRO Eastern	
			Support NLH in review of organization design for TRO Eastern	
HR20	1	EM/LCP		
HR21	1	IS	JDE A93 Upgrade Initiative	
			Support efforts within IS to launch JDE A93	

HR/OE Divisional Workplan - 2013

Human Resources & Labour Relations Department: MANAGER (Accountable)

HR#	Rank	JOB#	Initiative/Deliverable	Responsible
LR1	2	NLH/CF	Preparation for 2014 collective bargaining	
			Gather data from other utilities	
			Gather data from Operations Supervisors/Managers	
			First draft of a bargaining mandate	
LR2	2	NLH	Integration of Local 512 with Local 1615	
			Finalize strategy for integration with review by Legal	
			Execute strategy (assuming court case CEP dismissed)	
HR 22	2	NLH	DSR program execution	
LR3	2	NLH/CF	Implementation of a Grievance Management Database (GMD)	
			Implement Module going forward	

HR/OE Divisional Work plan - 2014

Safety and Health Department: MANAGER (Accountable)

Ref	Rank	LOB	Initiative/Deliverable	Responsible
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Corporate/Functional

SH1	1	Nalcor	<p>Work Protection Code</p> <p>Monitor compliance audit results and Implement gap closure plans</p> <p>Develop and conduct program audit per SHE Committee requirements</p> <p>Develop and implement reporting process for audit application</p>	
SH2	1	Nalcor	<p>Work Methods</p> <p>Continue process for tracking and reporting work method progress</p> <p>Develop and conduct field compliance assessments</p> <p>Evaluate work methods process and implement opportunities for improvement</p>	
SH3	1	Nalcor	<p>Grounding and Bonding</p> <p>Complete corporate standard and training package for plants and stations</p> <p>Commence auditing of line operations</p> <p>Complete audit application for lines operations</p>	
SH4	1	Nalcor	<p>Safety Culture</p> <p>Continue support of Safety Culture Action Plan Teams</p> <p>Continue delivery of BeSafe coaching program activities</p> <p>Develop BeSafe awareness communication materials</p>	
SH5	1	Nalcor	<p>Prevention Awareness/Communication</p> <p>Continue injury prevention awareness campaign targeting slips/trips/falls, hand injuries, strains and sprains and driving safety. Incorporate new worker focus.</p> <p>Review Dynamic Stretching Program and Implement in lines operations</p> <p>Evaluate and implement a training approach for Driving.</p>	
SH6	2	Nalcor	<p>Occupational Health and Wellness</p> <p>Develop and implement corporate Alcohol and Drug Program</p> <p>Complete and implement Respiratory Protection Program</p> <p>Complete Hearing Conservation Program compliance assessments and implement gap closure plan</p> <p>Commence communication of initiatives/strategy targeting psychological health</p> <p>Support the operations with the implementation of the pre-placement and periodic medical standards</p> <p>Implement 2014 Wellness Works Campaign</p>	
SH7	2	Nalcor	<p>OHSAS 18001</p> <p>Conduct baseline readiness assessment</p> <p>Continue development of programs and process documents as required for OHSAS 18001 SMS</p>	
SH8	2	Nalcor	<p>Critical Training</p>	

HR/OE Divisional Work plan - 2014

Safety and Health Department: MANAGER (Accountable)




Ref	Rank	LOB	Initiative/Deliverable	Responsible
			Lead Hand Training: Evaluate the need to develop a Corporate Program	
Line of Business/Divisional				
SH9	2	Hydro/CF	Contractor Safety Management Program	
			Establish and communicate roles and responsibilities document	
			Establish and implement standard level of safety training and competency requirements for OSRs and PMs.	
SH10	2	Hydro/CF	IS&T Projects	
			Formalize TRIM requirements	
			Monitor and support team member IS&T projects as per IS&T priority document.	
			Manage SWOP and reporting enhancements as per IS&T priority document.	
SH11	3	Nalcor	Corporate Lifting Program	
			Initiate development of corporate safe lifting/ hoisting practices	
			Commence implementation	
SH12	3	Hydro/CF	Electrical Safety Program	
			Review Electrical Safety Program	
			Continue providing support to PETS regarding Arc Flash initiatives	
			Provide Support to Electricity Operations around Live Line Work	
SH13	3	Nalcor	Emergency Preparedness	
			Support review of local ERPs and provide guidance as necessary	
			Ensure local ERPs bridge into the CERP and all documents are available in the CEOC.	
SH14	3	Nalcor	Fall Protection	
			Finalize audit template and conduct field compliance assessments	
			Develop one day (8 hour) Fall Protection training course as per Workplace Health Safety Compensation Commission (WHSCC) requirements	
SH15	3	Nalcor	Confined Space	
			Finalize audit template and conduct field compliance assessments	

HR/OE Divisional Workplan - 2014


Environmental Services Department: MANAGER (Accountable)

Obj	Rank	LOB	Initiative/Deliverable	Responsible
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Corporate/Functional

ES1	1	Nalcor	<p>EMS Expansion/Implementation</p> <p>Complete 2014 elements of the Oil and Gas Environmental Management Framework gap closure plan. Develop EMF structure Develop EMF procedures</p> <p>Complete 2014 elements of the Exploits Generation EMS gap closure plan. Develop and document operational controls Develop manual similar to other Management Areas Develop and document monitoring and measurement requirements Develop and document training and awareness procedures Develop and document and records management procedures</p> <p>Implementation of Menihek Generation EMS gap closure plan Document and communicate roles and responsibilities Complete and document Nalcor employee training and awareness Verify use of SWOP for environmental non-conformance management Finalize EMS Manual documentation including applicable SOPs</p> <p>Develop elements for Star Lake integration into Hydro Generation EMS identify corrective actions to address observations and weaknesses identified in 2012 internal EMS audit of integration of Star Lake into Hydro Generation's EMS</p> <p>Consistency Review of EMS across LOB</p> <p>Continual Improvement of Hydro Gen EMS</p>	
ES2	2	Nalcor	<p>Corporate EMS Review</p> <p>Review applicable scope of Corporate EMS related to Senior Leadership structure Review Corporate EMS aspects listing and significance determination related to Senior Leadership structural changes</p>	
ES3	2	Nalcor	<p>Development of Environmental Awareness Strategy</p> <p>Review of Other Utilities and Best Practice Draft Strategy Senior Management Review and Comment Finalize Senior Management Sign Off</p>	

Line of Business/Divisional

ES4	1	Star Lake	<p>Complete 2014 fish stocking program</p> <p>Coordinate fingerling release program and reporting with ERMA - complication with proliferative kidney disease incident to be assessed and discussed with DFO to determine whether fingerlings from 2013 hatching can be released Coordinate response to PKD infection of ERMA brood stock</p>	
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HR/OE Divisional Workplan - 2014

Environmental Services Department: **MANAGER (Accountable)**

Ref	Rank	LOB	Initiative/Deliverable	Responsible
			Review proposal for eyed eggs Submit eyed-egg proposal to Wildlife for approval Formalize ammendments to DFO Authorization	
ES5	1	NLH/PETS	Sunnyside ESA and Transformer Replacement	
ES6	1	PETS	Churchill Falls to Labrador West Transmission Line Planning and Construction Monitoring	
ES7	1	PETS	Bay d'Espoir to Chapel Arm Transmission Line scoping of EA and Wilderness Reserve requirements	
ES8	1	PETS	Holyrood Combustion Turbine EA and CofA requirements	
ES9	1	PETS	L'Anse aux Loup Diesel Plant Expansion - EA registration and air quality modelling	
ES10	1	NLH	Holyrood Air Dispersion Modeling	
ES11	1	NLH	Holyrood Environmental Effects Monitoring Study Undertake a spring sampling in April/May Decide on the viability and need for a summer sampling based on Plant operations Meet with consultant to review project progress and outcomes Review and comment on draft report	
ES12	2	PETS	Nain Diesel Plant Expansion	
ES13	2	PETS	Hopedale Diesel Plant Expansion	
ES14	2	NLH	TRO Maintenance Support (Roddiction L1 and L3, Charlottetown, St. Lewis, Grey River, South Brook, Conne River, Bay D'Espoir, Barachois, McCallum)	
ES15	2	NLH	Ramea Fuel Storage Tank	
ES16	2	NLH	Oxen Pond/Hardwoods Transformer Replacement	
ES17	2	Menihek		
ES18	2	LCP		
ES19	2	Exploits	Grand Falls Dam refurbishment Environmental Assessment Project registration Project release	
ES20	2	New Business/N E-CF		
ES21	1	Exploits	Development of industrial waste management program Conduct field assessment and inventory industrial waste Review findings and recommendations with management draft industrial waste management plan	

HR/OE Divisional Workplan - 2014

Environmental Services Department: **MANAGER (Accountable)**

Ref	Rank	LOB	Initiative/Deliverable	Responsible
ES22	1	Exploits	GF/BF powerhouse spill containment review - Phase II Conduct field surveys of Exploits River below GF and BF powerhouse Assess river response materials and capabilities within Exploits Generation Document findings and recommendations	[Redacted]
ES24	1	BAF	[Redacted]	[Redacted]
ES25	1	Menihek	[Redacted]	[Redacted]
ES26	2	Oil & Gas	[Redacted]	[Redacted]
ES27	1	NLH/NE-CF	Sustainable Electricity Program Reporting Verification Report preparation and submission Audit of report data management of verification by CEA	[Redacted]
ES28	2	NE-CF	[Redacted]	[Redacted]
ES29	1	NE-CF	[Redacted]	[Redacted]
ES30	2	NE-CF	[Redacted]	[Redacted]

HR/OE Divisional Workplan - 2014

Human Resources & Labour Relations Department: **MANAGER (Accountable)**

Ref	Rank	LOB	Initiative/Deliverable	Responsible
Corporate/Functional				
HR1	1	Nalcor	Engagement <ol style="list-style-type: none"> 1. Continue execution of changes regards to Managing Performance/Recognition 2. Develop and implement communication strategy to highlight career development opportunities within Nalcor 3. Continue 2013-2014 EES action plan support to 21 Reporting Groups 4. Complete external benchmarking process. 5. Develop corporate strategy and action plan based on benchmarking results. 	
HR2	1	Nalcor	Continue Execution of Diversity/Inclusion Action Plan (D&I Awareness Workshops - 40% of Employees & D&I Supervisory Skills 20% of Supervisors) <ol style="list-style-type: none"> 1. Schedule D&I Awareness Workshop for 40% of employees = 490 employees (May and November) 2. Research and update D&I Awareness Workshop Materials 3. Delivery Workshops - Target - end of November 2014 4. Research and secure delivery for D&I Skills Training for Supervisors 5. Schedule 20% of supervisors base for D&I Skills Training = (Fall 2014) 	
HR3	1	Nalcor	Implement Hi-Po Talent Management Process for first cohort <p>Formalize the HI-Po Committee</p> <p>Create list of HI-Po candidates to develop in 2014</p>	
HR4	1	Nalcor	LMS Implementation (Create ability to do skills gap analysis on key and critical roles X critical technical skills) <ol style="list-style-type: none"> 1. Research work that has been completed to date on technical templates. 2014 2. Identify project team - representation from around the system to validate & sign off on information. 2014 3. Identify 6 to 7 key and critical positions for Nalcor 2014 4. Prepare templates for key & critical roles by key technical skills. 2014 5. Validate templates. 2014 6. LMS Maintenance - required to accept templates. Maybe Winter 2015 	
HR5	2	Nalcor	Corporate P&P Review <p>Complete corporate P&P's for HROE</p>	
HR6	2	Nalcor	Job Evaluation <p>Complete internal review of Senior Leadership Positions</p> <p>Review methodology used for JE committees</p> <p>Complete review of available JE tools</p> <p>Ensure up to date PD's for all senior management positions (mostly PC eligible) and complete review of job titles</p> <p>Determine scope of work to be completed</p> <p>Review opportunity to engage consultant to assist</p>	

HR/OE Divisional Workplan - 2014

Human Resources & Labour Relations Department: **MANAGER (Accountable)**

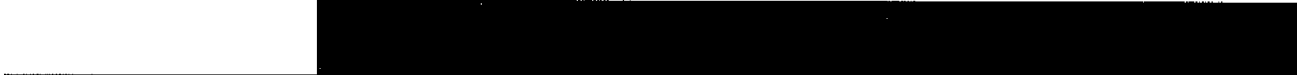
Ref	Rank	LOB	Initiative/Deliverable	Responsible
Corporate/Functional				
HR7	2	Nalcor	Continue to participate in career awareness initiative (Continue participation with partner NL Power) 1. Complete Youth Perception Project 2. Recruitment Best Practices Project 3. Lesson Plan 4. Content Development 5. Stakeholder Consultation (Across Multiple Projects) 6. Electricity Careers Website Project 7. Create / Video Production 8. Social Media Strategy 9. Promotional Strategy	
HR8	2	Nalcor	Succession Planning (Implement action plan based on 2013 Review) 1. Get approval on action plan from 2013 review. 2. Implement plan - more details to follow.	
Line of Business/Divisional				
HR9	1	NLH	HTGS Re-Purposing Initiative Continue to provide focused support for ELAC and development of re-deployment plans	
HR10	1	NLH	GRA Request for Information(RFI) - Information prepared as required Replied evidence (2014 and 2015 forecasts) Preparation for HR Witness Testimony	
LR1	1	NLH/CF	2014 collective bargaining Complete collective agreement negotiations for Operations and Office Workers agreements Prepare for communications to Supervisors/Shops on relevant CA changes	
HR11	2	NLH	Short-Term Planning (Managing Performance in unionized env.) Background analysis of the Issue (BeSafe data, Joanne's work) Create Gap Analysis plan to consult with key stakeholders Implement gap analysis plan Identify suggestions for improvement	
LR2	3	NLH/CF	Implementation of a Grievance Management Database (GMD) Implement Module going forward	
HR12	2	LCP		

HR/OE Divisional Workplan - 2014

Human Resources & Labour Relations Department: **MANAGER (Accountable)**

Ref	Rank	LOB	Initiative/Goal/Variable	Responsible
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Corporate/Functional



HR13	1	NLH	Outage & Customer Service Protocol <ol style="list-style-type: none">1. Revise Power Outage Communication Protocol.2. Streamline internal process for distribution of outage information.3. Develop key customer and power outage stakeholder list.4. Develop protocol for initiating an Energy Conservation Call.5. Develop training for Internal stakeholders on new outage protocol.	A black rectangular redaction box covering the right side of the table row.
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HR/OE Divisional Work plan - 2015

Safety and Health Department: John Hollohan (Accountable)

Ref	Rank	LOB	Initiative/Deliverable	Responsible
Corporate/Functional				
SH1	1	Nalcor	Safety and Health Monitoring	
			Complete established targets outlined in the 2015 Safety and Health Monitoring Plan.	
			Complete assessments; generate gap closure plan: Work Protection	
			Complete assessments; generate gap closure plan: Work Methods	
			Complete assessments; generate gap closure plan: Grounding & Bonding	
			Complete assessments; generate gap closure plan: Confined Space	
			Complete assessments; generate gap closure plan: Fall protection	
			Complete assessments; generate gap closure plan: Hearing Conservation	
SH2	1	Nalcor	Work Methods	
			Support LOB completion of TBRAs/work methods for critical tasks	
			Assess work method process; implement OFI and gap closure plan	
			Support Corporate Work Methods Committee and assist with development of the committee initiatives/activities	
SH3	1	Nalcor	Grounding and Bonding	
			Select trainers and conduct train-the-trainer session for plants and stations	
			Deliver training workshops for plants and stations	
SH4	1	Nalcor	Supportive Culture	
			Conduct Safety Culture Survey to identify future focus areas. Target employee response rate to be 80%	
			Continue initiatives around Safety Coaching	
			Establish Safety Summit working group and finalize agenda	
			Continue support of Safety Culture Action Plan Teams	
SH5	1	Nalcor	Prevention Awareness	
			Continue campaign, adjust as needed based on 2014 safety performance including information related to at risk safety behaviors	
			Prioritize and implement selected recommendations from Line Worker Physical Assessment Project	
			Continue awareness initiatives around driving safety	
SH6	1	Nalcor	Standards and Records	
			Support regions with implementation of SMS requirements, as per roadmap	
			Continue development of Corporate SMS elements as per 2015 plan	
			Identify SMS priority areas for 2016 and draft Implementation plan	
			Complete Q3 external review of safety management system development/status and generate gap analysis report	
			Participate with HR in development of a process to determine training and competency	
			Support Internal Audit Department activities related to Work Protection Code	
			Participate in Corporate Risk Committee activities as requested	
SH7	2	Nalcor	Safety and Health Systems	

HR/OE Divisional Work plan - 2015

Safety and Health Department: John Hollohan (Accountable)

Ref	Rank	LOB	Initiative/Deliverable	Responsible
			Liaise with IS to evaluate and implement recommendations as per Safety and Health IS Application Strategy.	
			Work with Safety and Health Team to improve automation of safety reporting and analysis	
SH8	2	Nalcor	Electrical Safety Program	
			Support high voltage switching refresher training development	
			Review the Electrical Safety Program and revise accordingly; update Arc Flash related information and training materials	
			Establish working group and finalize agenda for Work Protection Forum	
SH9	2	Nalcor	Emergency Preparedness, Response and Security	
			Maintain CERP program updates and coordinate at least one external drill	
			Support security enhancements to Corporate Security Protocol	
			Evaluate Violence Prevention Program requirements and commence development	
			Coordinate Nalcor's involvement in Exercise Vigilance 2015; MASAS	
SH10	2	Nalcor	Occupational Health, Hygiene and Wellness	
			Continue implementation and support of Alcohol and Drug Program	
			WHMIS/ GHS: Update online training for SDS; commence updates of SDS Database and communicate changes to the business	
			Develop Respiratory Protection Program training awareness package and support program implementation	
			Draft Corporate Asbestos Management Program and evaluate electronic database	
			Research fatigue management programs and present findings to CSAC for consideration	
			Review Hearing Conservation Program: verify program participants; conduct exposure assessments where threshold shifts are evident; and develop online awareness presentation for Course Park	
			Continue Wellness works initiatives with a focus on Mental Health issues.	
			Smoking In the Workplace - draft recommendations for smoking in the workplace and present to CSAC; area-specific controls to be determined and planned; continue promotion of smoking cessation initiatives.	
Line of Business/Divisional				
SH11	2		Contractor Safety Management Program	
			Complete established targets outlined in the 2015 Contractor Safety Management Communications Plan.	
			Support PETS with Project Management and Incident Investigation	
			Support Contractor Statistics Project Implementation	
SH12	3		Lower Churchill Project Support	
			Support Ready For Operations (ROF) Team as required	
			Continue delivery SWOP Training and Support	

HR/OE Divisional Workplan - 2015

Environmental Services Department: Marion Organ (Accountable)

ref	Rank	Job	Initiative/Deliverable	Responsible
Corporate/Functional				
ES1	1	Corporate	Regulatory Compliance Plan	
			Compile and review plans from other areas (LCP, Hebron, etc.)	
			Host brainstorm session on Regulatory Compliance Plan requirements	
			Develop Regulatory Compliance Plan outline	
			Draft Regulatory Compliance Plan	
ES2	1	Corporate	Environmental Awareness Strategy	
			Review of Other Utilities and Best Practice	
			Draft Strategy	
			Senior Management Review and Comment	
			Finalize	
			Senior Management Sign Off	
			Develop Terms of Reference for Environmental Committee	
			Call for Nominations	
			Establish Committee	
			Hold Kick Off Meeting	
ES3	1	Corporate	Sustainability Strategy	
ES4	2	Corporate	Establish an air dispersion working group with the Province	
			Develop a terms of reference	
			Establish Group members	
			Propose priority sites to PPD for CALPUFF Modeling	
ES5	3	Corporate	Roadmap to develop Corporate Waste Reduction Strategy	
ES6	3	Corporate	Roadmap to develop Corporate Guidance on ERP and Training	
Line of Business/Divisional				
ES7	1	LCP		
ES8	1	TRO	TL 267 - Environmental Assessment	
			Public and Regulatory Consultation	
			Submit EA Registration Document	
			Request to Lieutenant Governor to Revise Park Boundary	
ES9	1	CF		

HR/OE Divisional Workplan - 2015

Environmental Services Department: Marion Organ (Accountable)

RAF	Rank	LOB	Initiative/Deliverable	Responsible
			EMS Milestone - Based on the findings make recommendations to CF Leadership Team on next steps regarding potential entrainment of fish in the powerhouse drainage sumps. Nov 16	
ES10	1	CF		
ES11	1	Hydro Gen	EERP Testing	
			Discuss the test scenario and possible execution date(s) with Hydro Generation Safety & Environment Coordinator and other appropriate personnel (i.e OSC) (Target Date: May 31)	
			Plan and develop the test exercise scenario. (Target Date: June 30)	
			Execute the EERP test. (Target Date: August 30)	
			Prepare a final report and submit to appropriate managers and personnel (Target Date: Sept. 30)	
ES12	1	Exploits	Approval of Minimum Flow Agreement	
			Compile existing draft agreement and associated procedures	
			Review existing draft agreement and associated procedures with Operation and make any necessary revisions and/or updates	
			Engage DFO with respect to establishing a path forward for finalization	
			Submit relevant documentation to DFO for finalization.	
ES13	1	Exploits	PCB - Oil Filled Equipment Inventory	
			Compile preliminary listing of oil filled electrical equipment	
			Develop spreadsheet for tracking equipment and associated PCB concentration	
			Verify equipment with field visit to GF, BF, Millertown and Buchans	
			Conduct GAP analysis against PCB regulations	
			Summarize data and provide recommendations for any further action (if required)	
ES14	1	Exploits	Development of Natural Cinder Block Management Program	
ES15	1	NLH	Hydro Place Fuel Reconciliation Improvements	
			Review existing dipping and fuel reconciliation process	
			Identify Opportunities for improvement	
			Implement Opportunities for Improvement	
			Review effectiveness of improvements	
ES16	1	BAF		
ES17	1	BAF		

HR/OE Divisional Workplan - 2015

Environmental Services Department: Marion Organ (Accountable)

ref	Rank	Job	Initiative/Deliverable	Responsible
ES18	1	OG		
ES19	1	OG		
ES20	1	Star Lake	Complete 2015 fish stocking program Address PKD concerns with DFO Coordinate response to PKD infection of ERMA brood stock Review proposal for eyed eggs Submit eyed-egg proposal to Wildlife/DFO for approval Reach Agreement with DFO to confirm requirements for hatchery and monitoring	
ES21	2	Holyrood	Integration of CT into Holyrood EMS Review of C of A and assign actions	
ES22	2	CF		
ES23	2	CF		
ES24	2	Exploits	Develop program to track maintenance and/or abatement of lead based paint	
ES25	2	Exploits	Environmental Assessment for Grand Falls Dam	
ES26	2	TRO	Charlottetown Diesel Upgrade	
ES27	2	TRO	Obtain Certificate of Approval - L'Anse au Loup	
ES28	3	Exploits	ESA Program (associated asset transfer work) Review draft reports for Dec 2014 field program Scope out 2015 field program Initiate/execute field program Review/finalize reports	

HR/OE Divisional Workplan - 2015

Environmental Services Department: Marion Organ (Accountable)

Ref	Rank	LOB	Initiative/Deliverable	Responsible
EES29	3	Menihek		
ES30	3	TRO	Integration of Wabush Terminal Station into TRO EMS	
ES31	3	Hydro Gen	ESA Program	
			EMS Milestone - Review and decide on target properties, in consultation with Hydro Gen, for 2015 ESA work. May 25	
			EMS Milestone - Obtain budget estimates from AMEC for ESA program. July 25	
			Obtain and train OSR	
			EMS Milestone - Complete ESA fieldwork. Oct 25	
ES32	3	TRO	ESA Program	
			EMS Milestone - Review and decide on target properties, in consultation with TRO, for 2015 ESA work. May 25	
			EMS Milestone - Obtain budget estimates from AMEC for ESA program. July 25	
			Obtain and train OSR	
			EMS Milestone - Complete ESA fieldwork. Oct 25	

HR/OE Divisional Workplan - 2015

Human Resources & Labour Relations Department: Elaina Janes (Accountable)

Ref	Rank	DOB	Initiative/Deliverable	Responsible
Corporate/Functional				
HR1	1	Nalcor	Employee Engagement	
			1. Deliver Goal setting workshops to areas.	
			2. Approve action plans and dashboards for 21 teams.	
			3. Monitor and report progress of Reporting Group relative to 2015 goals.	
			4. Evaluate 2016 deliverables against 2015 performance (Q4)	
HR2	1	Nalcor	Continue Execution of Diversity/Inclusion Action Plan (D&I Awareness Workshops - 40% of Employees & D&I Supervisory Skills 20% of Supervisors)	
			1. Schedule D&I Awareness Workshop for remaining employees (approximately 30%)	
			2. Schedule 40% of supervisors for D&I Skills Training (60% total supervisors).	
			3. Establish support groups for two underrepresented groups. (e.g., women in leadership; women in trades/tech roles).	
			4. Complete progress evaluation of D&I	
			5. Refresh strategy and multi-year action plan	
			6. Establish base line - Identification survey	
HR3	1	Nalcor	Implement Hi-Po Talent Management Process for first cohort	
			1. Complete strategic context and leadership requirements review (Step 1) Q1.	
			2. Deliver a high potential committee workshop (Step 2).	
			3. Define/set criteria and process.	
			4. Conduct leadership assessments.	
			5. Evaluate and create list of Hi-Po candidates.	
			6. Create development plans for Hi-Po's.	
			7. Monitor and report progress of development.	
HR4	1	Nalcor	Corporate EES Action Plan items	
			Communicate plan/get approval	
			Execute planned activities for 2015	
HR5a	1	Nalcor	Workforce Planning	
			1. Review of Best Practice.	
			2. Define framework to support workforce planning. (Include RACI)	
			3. Build assessable reports and monitoring tools for areas.	
			4. Identify gaps and high risk areas.	
			5. Begin creating gap closure plans.	
HR5b	1	Nalcor	Recruitment - Continuous Improvement Initiative	
			1. Document "as is process". (Include On-boarding Process)	
			2. Review of current practice/service delivery model/tools/recent audits	
			3. Best practice review of similar industries.	
			4. Identify gaps in Nalcor's practice/tools	
			5. Create gap closure plan.	
HR6	2	Nalcor	IMS implementation (Create ability to do skills gap analysis on key and critical roles X critical technical skills)	
			Pre-work - Data Intergity Exercise	
			1. Expand on key and critical roles by key technical skills. Evaluate and prioritize list.	
			2. Roll out completed template to users.	

HR/OE Divisional Workplan - 2015

Human Resources & Labour Relations Department: Elaina Janes (Accountable)

Ref	Rank	LOB	Initiative/Deliverable	Responsible
Corporate/Functional				
			3. Prepare new templates for key & critical roles by key technical skills.	
			4. Validate templates.	
			5. LMS updates/maintenance plan--systems review (see HR11 - business systems)	
			6. Support identifying competency checklist for technical training reflected on templates.	
HR7	2	Nalcor	Corporate P&P Review	
			Complete corporate P&P's for HROE	
			Finance and other functional support areas complete.	
			Operation policies	
			Database uploaded with all new policies.	
HR8	3	Nalcor	Continue to participate in career awareness initiative (Continue participation with partner NL Power)	
			1. Launch Website.	
			2. Social Media Strategy	
			3. Promotional Strategy	
			4. Communication / delivery of curriculum	
			5. French Curriculum Conversion	
			Career information seminar/workshop – for teachers about the Curriculum Resources.	
			6. Maintenance Plan for moving forward	
HR9	3	Nalcor	Succession Planning (Implement action plan based on 2013 Review)	
			1. Create Succession Planning Process for delivery to areas.	
			2. Defining high risk positions.	
			3. Work with managers to create targets for their areas.	
			4. Develop plans as per targets.	
HR10	3	Nalcor	Job Evaluation	
			Complete internal review of Senior Leadership Positions	
			Review methodology used for JE committees	
			Complete review of available JE tools	
			Ensure up to date PD's for all senior management positions (mostly PC eligible) and complete review of job titles	
			Determine scope of work to be completed	
			Review opportunity to engage consultant to assist	
HR11	3	Nalcor	Business Systems (Process) Reviews	
			Identify Business System Requirements.	
			1. Define current processes in critical tasks.	
			2. Improvement reviews (documenting gaps).	
			3. Set priorities.	
			4. Create action plans in conjunction with IT.	
			5. Review and make recommendation re auto feed	
Line of Business/Divisional				
HR12	1	NLH	HTGS Re-Purposing Initiative	
			Continue to provide focused support for ELAC and development of re-deployment plans	

HR/OE Divisional Workplan - 2015

Human Resources & Labour Relations Department: Elaine Janes (Accountable)

Ref	Rank	Job	Initiative/Deliverable	Responsible
Corporate/Functional				
			Create process for reviewing/managing positions held as ELAC deployment opportunities	
			Retention Strategy for key critical roles (formal plan)	
			TPO placements continued (training plan to address new skill requirements)	
			Communication plan re coordinated deployment planning re integrated work teams (RFO/RFI/BTPO).	
HR13	1	NLH	GRA	
			Request for Information(RFI) - Information prepared as required	
			Issue briefs and binders for HR/OE categories	
			Preparation for HR Witness Testimony	
HR14	1	NLH	Organization Effectiveness - Long-term Electricity Operations Model	
			1. Support work process adjustments flowing from PUB outage inquiry or Province's review of the NL electricity system.	
			2. Support activities of Hydro, LCP and systems operations relating to development of RFO/RFI/BTPO.	
HR15	2	NLH	Short-Term Planning (Managing Performance in unionized env.) (See HR4)	
			Background analysis of the issue (BeSafe data)	
			Carry out gap analysis consultation with key stakeholders	
			Create gap analysis plan for implementation in 2016.	
			Identify suggestions for improvement	
HR16	2	LCP		
LR1	2	NLH	2014 Collective Bargaining	
			Prepare for communications to Supervisors/Shops on relevant CA changes	
			Delivery of information / distribution of CA's	
HR17	3	CFL		
HR18	3	NLH	HR/LR Continuous Improvement (See HR11)	
			1. Review HR/LR processes re opportunities.	
			2. Determine 3 areas of focus for 2015 and define accountables.	
			3. Define data reference points (service metrics) set targets.	

HR/OE Divisional Workplan - 2015

Human Resources & Labour Relations Department: Elaina Janes (Accountable)

Ref	Rank	LOB	Initiative/Deliverable	Responsible
Corporate/Functional				
			4. Create Dashboard for measurement.	
			5. Create action plans for improvements in each of the areas (3).	
LR2	3	NLH/CF	Recommendation on Document management.	
			Implement plan for document and file management for LR.	
HR19	3	Nalcor	Code of Ethics Course	
			1. Get Development quote from Bluedrop	
			2. Build and Test Product - Upload to LMS - Test	
			3. Communicate to Organization - Link to DPR Database	
			4. Include in On-boarding Program	

HR/OE Divisional Workplan - 2015

Vice-President, HR/OE: (Accountable)

Ref	Rank	JOB	Initiative/Deliverable	Responsible
Corporate/Functional				
HR1	1	Nalcor	Organizational Effectiveness	
			Implement any outstanding organizational or staffing components of the RFO/RFI/BTPO structure.	
			Support the RFI team in the development of Nalcor's long term electricity ops model.	
			Support NL Hydro in the evaluation and implementation of any organizational or work process adjustments flowing from the PUB outage inquiry or the Province's review of the NL electricity system.	