

2012

Goal	Leadership Team Measures	Actual	Reported to PUB	KPI Report Link
<b>1. SAFETY</b>				
	Achieve safety lead/lag ratio $\geq 600:1$ or 0 events	230:1	Quarterly Reports (section 1)	
	All injury frequency rate (AIF) $\leq 0.80$	2.25	Quarterly Reports (section 1)	
	Lost time injury frequency rate (LTIF) $\leq 0.20$	0.79	Quarterly Reports (section 1)	
	Complete planned 2012 activities related to: - Work Protection Code - Grounding and Bonding - Work Methods for high risk tasks - Task Based Risk Assessment for high risk tasks	Completed planned activities	Quarterly Reports (section 1)	
<b>2. ENVIRONMENT</b>				
	Complete a minimum of 95% of approved Environmental Management System Targets	96%	Quarterly Reports (section 2)	Actions to improve Thermal and Hydraulic conversion rate
	Reduce Holyrood emissions per unit of energy delivered by achieving $\leq 11.0\%$ variance	6.9%	Quarterly Reports (section 2)	Actions to improve Thermal conversion rate
	Through Hydro managed CDM programs, achieve 1.8 GWh of energy savings in the residential & commercial	2.6 GWh	Quarterly Reports (section 2)	

	Through Hydro managed CDM programs, achieve 4.9 GWh of energy savings in the Industrial area	3.2 GWh	Quarterly Reports (section 2)	
	Achieve 0.15 GWh of energy savings through Hydro's internal energy efficiency programs	0.26 GWh	Quarterly Reports (section 2)	Actions to reduce OM&A numerator of Financial KPIs
<b>3. BUSINESS EXCELLENCE</b>				
<b>Finance</b>	Net income of \$15.3M	\$16.9M	Quarterly Reports (section 3)	
	Return on Capital Employed of 7.3%	7.2%	Quarterly Reports (section 3)	
	Maintain operating costs to no more than the approved O&M budget of \$108.3M	\$106.5M	Quarterly Reports (section 3)	OM&A numerator of Financial KPIs
	Readiness to file GRA within required timelines	Completed planned activities		
	Develop multi-year regulatory process improvement plan and complete planned 2012 activities	Did not complete all planned activities		
<b>Project Execution</b>	Completion rate of capital projects per original schedule improved from 74% to 84% (these rates include both regulated and non-regulated projects.)	82% Capital Projects completed for regulated projects	Quarterly Reports (section 3)	
	Achieve all-project variance from budget of $\geq 10\%$ improvement year over year	18%	Quarterly Reports (section 3)	

<b>Asset Management/ Reliability</b>	NLH N-1 Winter Availability $\geq$ 98% (Permits cost effective winter outages without reliability impact)	99.97%	Quarterly Reports (section 3)	Subset of DAFOR, Capability Factor and to minimize OM&A numerator for generation
	Complete 2012 phase of asset management plan	Completed planned activities	Quarterly Reports (section 3)	Action to improve and sustain Reliability KPIs and OM&A numerators
<b>Future reliable cost effective supply</b>	In collaboration with other Nalcor entities, complete planned 2012 activities to ensure a reliable, cost effective electricity supply for the long-term provincial power supply scenario as well as export opportunities.	Completed planned activities	Quarterly Reports (section 3)	
<b>Customer Service</b>	Maintain a Rural Residential Customer Satisfaction rate of $\geq$ 90%	80%	Quarterly Reports (section 3)	Percent Satisfied Customers
<b>Non Regulated Assets</b>	Complete planned 2012 activities to finalize integration of Exploits and Menihek assets	Completed planned activities		
<b>4. PEOPLE</b>				
	Complete 95% of EOS Workplace improvement plans	Completed planned activities		
<b>5. COMMUNITY</b>				
	Complete planned 2012 activities outlined in the multi-year community plan to support achieving a 50% "strong reputation" measure in 2013	Completed planned activities		

2013

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<b>1. SAFETY</b>				
	Achieve safety lead/lag ratio $\geq 600:1$	404:1	Quarterly Reports (section 1)	
	All injury frequency rate (AIF) $\leq 0.80$	1.16	Quarterly Reports (section 1)	
	Lost time injury frequency rate (LTIF) $\leq 0.20$	0.26	Quarterly Reports (section 1)	
	Complete planned 2013 activities related to: <ul style="list-style-type: none"> <li>- Work Protection Code</li> <li>- Grounding and Bonding</li> <li>- Work Methods for high risk tasks</li> <li>- Task Based Risk Assessment for critical tasks</li> </ul>	Completed planned activities	Quarterly Reports (section 1)	
<b>2. ENVIRONMENT</b>				
	Complete $\geq 95\%$ of Environmental Management System Targets	95%	Quarterly Reports (section 2)	Actions to improve Thermal and Hydraulic conversion rate
	Reduce Holyrood emissions per unit of energy delivered by achieving $\leq 10.0\%$ variance ideal	10.4%	Quarterly Reports (section 2)	Actions to improve Thermal conversion rate
	Through Hydro managed CDM programs, achieve 2.9 GWh of energy savings in the residential & commercial	2.1 GWh	Quarterly Reports (section 2)	

	Conduct evaluation of Industrial Energy Efficiency Program (IEEP) and develop multi-year plan	Completed planned activities	Quarterly Reports (section 2)	
	Achieve 0.40 GWh of energy savings through Hydro's internal energy efficiency programs	0.85 GWh	Quarterly Reports (section 2)	Actions to reduce OM&A numerator of Financial KPIs
<b>3. BUSINESS EXCELLENCE</b>				
<b>Finance</b>	Cash from Operations $\geq$ \$68.9M	\$57.9M		
	Capital Expenditures = \$86M	\$87M		
	Operations Expenditures $\leq$ \$116.0M	\$111.8M	Quarterly Reports (section 3)	OM&A numerator of Financial KPIs
	Net income $\geq$ \$6.2M	\$0.2	Quarterly Reports (section 3)	
	Readiness to file GRA within required timelines	Completed planned activities		
<b>Project Execution</b>	Quality – improvement of projects delivered without change orders (Right first time)	Completed planned activities		
	Delivery – delivery of 90% of projects planned to be completed in the execution year	82%	Quarterly Reports (section 3)	
<b>Asset Management/ Reliability</b>	Maintain generation contingency reserve requirement of $\geq$ 99.5% (<45 hour violation)	97.5% 98.9% Excluding Jan 1	Quarterly Reports (section 3)	Subset of DAFOR, Capability Factor and to minimize OM&A numerator for generation

	Adjusted for year-end focus by maintaining generation contingency reserve requirement of $\geq 98.32\%$ (<147 hour violation)	97.5% 98.9% Excluding Jan 1		Subject of DAFOR & Capability Factor
	Complete 2013 phase of asset management plan	Completed planned activities	Quarterly Reports (section 3)	Action to improve and sustain Reliability KPIs and OM&A numerators
<b>Future electricity supply</b>	In collaboration with other Nalcor entities, complete 2013 activities to ensure a reliable, cost effective electricity supply for long-term provincial power supply by integrating the Lower Churchill Phase I assets and the Maritime Link into the Power system	Did not complete all planned activities		
<b>Customer Service</b>	Carry out customer improvement plan to ensure a Rural Residential Customer Satisfaction rate of $\geq 90\%$ in 2014	Completed planned activities 80%	Quarterly Reports (section 3)	Action to maintain or improve Percent Satisfied Customers
<b>Non Regulated Assets</b>	Complete planned 2013 activities to finalize integration of Exploits and Menihek with Regulated Operations by 2014	Completed planned activities		
<b>4. PEOPLE</b>				
	Complete 95% of EES action plans	Completed planned activities		
	Document multi-year plan for Holyrood Generating Station ELAC and complete 2013 activities	Did not complete all planned activities		
<b>5. COMMUNITY</b>				
	Complete planned activities to ensure a 74% of the public believe Hydro has a strong reputation in 2013	Completed planned activities		

2014

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<b>1. SAFETY</b>				
	Achieve safety lead/lag ratio $\geq 600:1$	818:1	Quarterly Reports (section 1)	
	All injury frequency rate (AIF) $\leq 0.80$	0.48	Quarterly Reports (section 1)	
	Lost time injury frequency rate (LTIF) $\leq 0.15$	0.00	Quarterly Reports (section 1)	
	Complete planned 2014 activities related to: <ul style="list-style-type: none"> <li>- Work Protection Code</li> <li>- Grounding and Bonding</li> <li>- Work Methods for high risk tasks</li> <li>- Task Based Risk Assessment for critical tasks</li> </ul>	Completed planned activities	Quarterly Reports (section 1)	
<b>2. ENVIRONMENT</b>				
	Complete $\geq 95\%$ of Environmental Management System Targets	98.6%	Quarterly Reports (section 2)	Actions to improve Thermal and Hydraulic conversion rate
	Reduce Holyrood emissions per unit of energy delivered by achieving $\leq 10.0\%$ variance from N-1 ideal	7.2%	Quarterly Reports (section 2)	Actions to improve Thermal conversion rate
	Through Hydro managed CDM programs, achieve 1.06 GWh of energy savings in the residential & commercial	2.03 GWh	Quarterly Reports (section 2)	
	Conduct evaluation of Industrial Energy Efficiency Program (IEEP) and develop multi-year plan	Completed planned activities	Quarterly Reports (section 2)	

	Achieve 0.35 GWh of energy savings through Hydro's internal energy efficiency programs	6.30 GWh	Quarterly Reports (section 2)	Actions to reduce OM&A numerator of Financial KPIs
<b>3. BUSINESS EXCELLENCE</b>				
<b>Finance</b>	Cash from Operations $\geq$ \$94.7M	\$78.7M		
	Capital Expenditures = \$105.6M	\$78.5M		
	Supplemental Capital Expenditures = 173.9M	\$126.M		
	Operations Expenditures $\leq$ \$118.1M	\$133.7M	Quarterly Reports (section 3)	OM&A numerator of Financial KPIs
	Net income of $\geq$ 28.8M	\$17.7M	Quarterly Reports (section 3)	
	Complete GRA and implement direction	Did not complete planned activities		
<b>Project Execution</b>	Quality – improvement of projects delivered without change orders (Right first time)	Completed planned activities		
	Delivery – delivery of 90% of projects planned to be completed in the execution year	85%	Quarterly Reports (section 3)	
<b>Asset Management/ Reliability</b>	Maintain generation contingency reserve requirement of $\geq$ 99.5% (<45 hour violation)	99.5% 99.6% excluding Jan 2-8	Quarterly Reports (section 3)	Subset of DAFOR, Capability Factor and to minimize OM&A numerator for generation
	Complete 2014 phase of asset management plan	Completed planned activities	Quarterly Reports (section 3)	Action to improve and sustain Reliability KPIs and OM&A numerators

<b>Integration</b>	Complete 2014 LCP Integration Activities as per Integration Team Plans	Completed planned activities		
<b>Customer Service</b>	To maintain an 80% Customer Satisfaction rating amongst Hydro's rural customers	84%	Quarterly Reports (section 3)	Percent Satisfied Customers
<b>Growth</b>	Complete planned 2014 activities to finalize integration of Exploits into Hydro in 2014	Did not complete all planned activities		
<b>4. PEOPLE</b>				
	Achieve 80% participation in best employer survey	77%		
	Complete 2014 planned actions established by Holyrood ELAC	Completed planned activities		
<b>5. COMMUNITY</b>				
	Complete planned activities to ensure 75% of the public believe Hydro has a strong reputation when measured in 2016	Completed planned activities		

2015

	Leadership Team Measure	KPI Link
<b>1. SAFETY</b>		
	Achieve safety lead/lag ratio $\geq 750:1$ or 0 events	
	All injury frequency rate (AIF) $\leq 0.60$	
	Lost time injury frequency rate (LTIF) $\leq 0.15$	
	Complete planned 2013 activities: <ul style="list-style-type: none"> <li>- Outlined in 2015 Safety and Health Monitoring Plan</li> <li>- related to Work Methods and Task Based Risk Assessment for critical tasks</li> <li>- electricity grounding and bonding training for plants and stations</li> </ul>	
<b>2. ENVIRONMENT</b>		
	Complete $\geq 95\%$ of Environmental Management System Targets	Actions to improve Thermal and Hydraulic conversion rate
	Reduce Holyrood emissions per unit of energy delivered by achieving $\leq 9.0\%$ variance from N-1 ideal	Actions to improve Thermal conversion rate
	Achieve 1.60 GWh of energy savings in the residential & commercial CDM programs	
	Finalize an update to Hydro's 5-year CDM program	

	Achieve 0.25 GWh of energy savings through Hydro's internal energy efficiency programs	Actions to reduce OM&A numerator of Financial KPIs
<b>3. BUSINESS EXCELLENCE</b>		
<b>Finance</b>	Cash from Operations $\geq$ \$102.6M	
	Operations Expenditures $\leq$ \$138.2M	OM&A numerator of Financial KPIs
	Net income of $\geq$ 29.2M	
	Complete GRA and implement direction	
<b>Project Execution</b>	Safety, Quality, Schedule and Cost	
<b>Asset Management/ Reliability</b>	All End-use Customers' SAIDI 1.88 hours/customer	Includes T-SAIDI effect on NP and D-SAIDI
	All End-use Customers' SAIFI 1.08 interruptions/customer	Includes T-SAIFI effect on NP and D-SAIFI
	Complete 100% of all Critical Asset Preventative Maintenance Routines and Backlog due by end of current year	Improves Reliability KPIs
	Develop multi-year reliability improvement plan and implement 2015 initiatives	Improves Reliability KPIs
	Complete 2015 phase of asset management plan	Action to improve and sustain Reliability KPIs and OM&A numerators
<b>Integration</b>	Complete 2015 LCP Integration and Ready for Operations Activities as per RFO/RFI Team Plans	

<b>Customer Service</b>	Complete 2015 initiatives in Customer Service Strategy Roadmap to result in Customer Service Satisfaction $\geq$ 80% in 2016	Action to maintain or improve Percent Satisfied Customers
<b>Growth</b>	Complete planned 2015 activities to finalize integration of Exploits into Hydro in early 2016	
<b>4. PEOPLE</b>		
	Complete 95% of current year EES planned actions	
	Complete current year Holyrood ELAC planned actions	
<b>5. COMMUNITY</b>		
	Complete 3-5 year Hydro Reputation Strategy outlining key drivers of reputation and initiatives to support long term reputation amongst the public and key stakeholders	