

Undertaking 189

November 24, 2015, page 36, lines 15 to 18

What we decided was to ask you if you could undertake to provide your performance contracts from the time of your becoming vice-president to the present?

Undertaking 189 Attachment 1 provides performance contracts for Dawn Dalley from 2011 to 2014 (i.e., from the time of her becoming Vice President).

2011 PERFORMANCE CONTRACT - CEO REPORTS				
Line of Business/Division:		Executive Leadership and Associate	VP Signature:	
Department/Region:		Corporate Communication and Shareholder Rel	Incumbent Signature:	
Position:		VP Corporate Relations	Date:	
PART A - Corporate KPI's:	30%			
Performance Indicator	Weight	Threshold	Target	Opportunity
		Performance Level	Performance Level	Performance Level
Goal 1: Safety	20.00%			
Lead/Lag ratio		400:1	450:1	650:1
Goal 2: Environment	15.00%			
Environmental Leadership Targets		92%	95%	100%
Goal 3: Business Excellence				
Financial Performance	10.00%	Net Income ≥ \$57.4M	Net Income ≥ \$81.4M	Net Income ≥ \$95.5M
Project Execution	10.00%	Multi-year gap closure plan developed and 80% of 2011 activities complete	Multi-year gap closure plan developed and 100% of 2011 activities complete	Multi-year gap closure plan developed and 100% of 2011 activities and 20% of 2012 planned activities complete
Asset Management	12.50%	Complete following activities: · Document design standards, planning criteria, operating parameters, identify gaps and generate gap closure plan; and, · Document asset registry, develop management of change process and assign single point accountable	Complete following activities: · Document design standards, planning criteria, operating parameters, identify gaps and generate gap closure plan; and, · Document asset registry, develop management of change process and assign single point accountable; · Complete high level/preliminary assessment of critical spares; and, · Develop Technical Councils (root cause analysis and repeat failure analysis; long-term asset planning; short-term planning and scheduling; and, management if change)	Complete following activities: · Document design standards, planning criteria, operating parameters, identify gaps and generate gap closure plan; and, · Document asset registry, develop management of change process and assign single point accountable; · Complete high level/preliminary assessment of critical spares; and, · Develop Technical Councils (root cause analysis and repeat failure analysis; long-term asset planning; short-term planning and scheduling; and, management if change); · Complete organizational structure and roles implementation activities; · Develop asset criticality assessment guidelines; and, · Complete asset management maturity assessment and development plan by line of business.
Oil & Gas Exploration Strategy	12.50%	Complete multi-year exploration strategy and execute 80% of 2011 activities	Complete multi-year exploration strategy and execute 100% of 2011 activities	Complete multi-year exploration strategy and execute 100% of 2011 activities and 20% of 2012 planned activities complete
Lower Churchill Project	20.00%	Decision support package for generation DG3 substantially complete with plan to mitigate outstanding gaps by end of Q1 2012	Decision support package for DG3 submitted to gate keeper	Decision support package for generation DG3 approved by Gatekeeper

2011 PERFORMANCE CONTRACT - CEO REPORTS				
Line of Business/Division:		Executive Leadership and Associate		VP Signature:
Department/Region:		Corporate Communication and Shareholder Rel		
Position:		VP Corporate Relations		Incumbent Signature:
PART B - Divisional/Departmental Targets: 70%				
Performance Indicator		Threshold	Target	Opportunity
		Performance Level	Performance Level	Performance Level
Safety				
Line of Business/Divisional Safety Performance	14.29%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >= 100% of the Nalcor per capita	0 injuries + total observations are >= 120% of the Nalcor per capita
FELT Leadership	14.29%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
Priority Workplan Objective #1	17.14%	LCP ICP completed, priorities identified and top one complete.	Lower Churchill Integrated Comm Plan completed and top 3 priorities executed	LCP ICP complete and top 5 priorities complete
Priority Workplan Objective #2	17.14%	Strategy developed, execution in 2012	Electricity Consumer Education Campaign Strategy developed and execution begun in 2011	Campaign executed and success measured according to campaign objectives and measures
Financial Performance (<i>see note</i>)	17.14%	1% or less above 2011 budget	2011 budget	>= 2.5% below 2011 budget
Secondary Goals				
Priority Workplan Objective #3	10.00%	Marketing Plan, top priority executed.	Community Investment Marketing Plan, top 3 priorities executed	Plan rolled out and success measured according to plan obj and measures
All Other Workplan Objectives	10.00%	75% or more of the VP's 2011 workplan items have been completed	90% or more of the VP's workplan objectives have been completed	100% or more of the VP's workplan objectives have been completed

2012 PERFORMANCE CONTRACT - CEO REPORTS			
Line of Business/Division:	Executive Leadership and Associate	VP Signature:	
Department/Region:	Corporate Communication and Shareholder Rel	Incumbent Signature:	
Position:	VP Corporate Relations	Date:	

PART A - Corporate KPI's:**30%**

<u>Performance Indicator</u>	<u>Weight</u>	<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
		Performance Level	Performance Level	Performance Level
Goal 1: Safety	20.00%			
Lead/Lag ratio		550:01	600:01	750:01
Goal 2: Environment	15.00%			
Environmental Leadership Targets		92%	95%	100%
Goal 3: Business Excellence				
Financial Performance	10.00%	Net Income ≥ \$47.7M	Net Income ≥ \$78.7M	Net Income ≥ \$107.8M
Project Execution	10.00%	Complete 80% of planned 2012 activities: Implement risk assessment/risk mitigation process (80%) and implement quality management process (Phase 1) (80%)	Complete Planned 2012 activities: · Implement risk management/risk mitigation process (100%) and implement quality management process Phase 1 (100%).	Complete Planned 2012 and select 2013 activities outlined in Project Execution excellence implementation plan. Go to market in Q4 2012 for select 2013 capital projects and pre-qualify engineering and project management consulting firms for potential strategic partnerships.
Asset Management	12.50%	Complete following activities: Document design standards, planning criteria, operating parameters - Phase 2: Execute gap closure plan; and Develop asset condition assessment module	Complete Planned 2012 Activities: Document design standards, planning criteria, operating parameters- Phase 2, Execute gap closure plan; develop asset condition assessment module; track key performance indicators and maturity to evaluate asset management performance; Critical spares rationalization - Phase 2: Complete formal analysis and develop gap closure plan. Develop technical councils and stabilize existing councils.	Complete Planned 2012 and select 2013 activities outlined in multi year asset management plan. These activities include: Asset criticality - develop framework and weighted criteria based on principles from 2011 and facilitate a pilot analysis; Document the core list of internal and external experts used by Nalcor lines of business; and identify suitable training programs to support people in their roles of Long Term Asset Planning, Short Term Work Planning and Scheduling, Work Execution and Operations leads.
Oil & Gas Exploration Strategy	12.50%	Complete 80% of planned 2012 activities outlined in the explorations strategy. These activities include: Completion of Phase 1 of Offshore seismic survey; and ranking of Newfoundland and Labrador basins to evaluate future exploration opportunities.	Complete planned 2012 activities outlined in exploration strategy. These activities include: Completion of Phase 1 of Offshore seismic survey; and ranking of Newfoundland and Labrador basins to evaluate future exploration opportunities.	Complete planned 2012 activities and initiate 2013 priorities outlined in exploration strategy. These activities include: Completion of Phase 1 of Offshore seismic survey; and ranking of Newfoundland and Labrador basins to evaluate future exploration opportunities; sanction of Flemish pass survey and completing 6000 line kilometers of seismic data acquisitions; and completing a field test of satellite oil slick capture.
Lower Churchill Project	20.00%	Complete DG3 deliverables, ready for sanction decision. Complete 80% of planned activities outlined in the approved integrated project schedule.	Complete 2012 activities in approved integrated project schedule for both Phase 1 and Phase 2 (include sanction decision by year end).	Complete 2012 activities in approved integrated project schedule for both Phase 1 and Phase 2 (include sanction decision by Sept. 30).

2012 PERFORMANCE CONTRACT - CEO REPORTS			
Line of Business/Division:		Executive Leadership and Associate	VP Signature:
Department/Region:		Coporate Communication and Shareholder Rel	
Position:		VP Corporate Relations	Incumbent Signature:
PART B - Divisional/Departmental Targets:	70%		
Performance Indicator		Threshold	Target
		Performance Level	Performance Level
Safety			Opportunity
			Performance Level
Line of Business/Divisional Safety Performance	14.29%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >= 100% of the Nalcor per capita
FELT Leadership	14.29%	N/A	360 FELT Leadership score >= 8.0
			360 FELT Leadership score >= 11.0
Primary Goal(s)			
Priority Workplan Objective #1	17.14%	Develop Board relations strategy and 2012 annual engagement plan. Develop three-year shareholder relations plan and complete 80% of planned 2012 activities.	Develop Board relations strategy and implement 2012 annual engagement plan activities. Develop three-year shareholder relations plan and complete 2012 activities.
Priority Workplan Objective #2	17.14%	Electricity consumer education campaign Phase 2: Complete all required activities to achieve readiness to execute school segment of education campaign.	Develop Board relations strategy and implement 2012 annual engagement plan. Develop three-year shareholder relations plan and complete planned 2012 activities and 20% of planned 2013 activities.
			Electricity consumer education campaign Phase 2: Execute planned 2012 activities, and achieve objectives for school segment of education campaign and complete approved activities for public education segment of campaign.
Financial Performance	17.14%	1% or less above 2012 budget	2012 budget
			>= 2.5% below 2012 budget
Secondary Goals			
Priority Workplan Objective #3	10.00%	Complete 90% of work objectives on 2012 customer satisfaction improvement plan & achieve >88% satisfaction	Complete 90% of work objectives on 2012 customer satisfaction improvement plan & achieve >90% satisfaction
			Complete 100% of work objectives on 2012 customer satisfaction improvement plan & achieve >93% satisfaction
All Other Workplan Objectives	10.00%	75% or more of the VP's 2012 workplan items have been completed	90% or more of the VP's workplan objectives have been completed
			100% or more of the VP's workplan objectives have been completed

2013 PERFORMANCE CONTRACT - CEO REPORTS			
Line of Business/Division:	Nalcor Energy	CEO Signature:	
Department/Region:	Corporate Relations	Incumbent Signature:	
Position:	Vice President, Corporate Relations	Date:	

PART A - Corporate KPI's: 30%

<u>Performance Indicator</u>	<u>Weight</u>	<u>Threshold</u>	<u>Target</u>	<u>Opportunity</u>
		Performance Level	Performance Level	Performance Level
Goal 1: Safety	20.00%			
Lead/Lag ratio		>= 550:1	>= 600:1	>= 750:1
Goal 2: Environment	15.00%			
Environmental Leadership Targets		>= 92% of environmental leadership targets completed	>= 95% of environmental leadership targets completed	>= 97% of environmental leadership targets completed
Goal 3: Business Excellence				
Financial Performance	20.00%	Net income >= \$66.6 million	Net income >= \$87.5 million	Net income >= \$111.9 million
Project Execution	10.00%	Complete 80% of planned 2013 activities.	Complete planned 2013 activities: refine implementation of risk management work completed in 2012; implement time management process Phase I; and implement quality management process Phase II.	Target + take first steps in implementation of strategic partnership with 2-3 engineering and project management consultant firms.
Asset Management	10.00%	Complete asset condition assessment module implementation activities; design standards, planning criteria, operating parameters Phase 2 gap closure plan continued; review and refresh 5 year project plans (include MOC and high level implementation plan); self-assessment of asset management maturity completed by lines of business.	Threshold + complete asset criticality evaluation by applicable LOB; critical spares rationalization – Phase 3 – execute gap closure plan from 2012; stabilize and grow technical councils (Rotating Equipment Essential Care; Long-term Asset Planning; Short-term Work Planning and Scheduling; Transformers and Switchyard; Root Cause Repeat Failure Analysis)	Target + initiate and plan new technical councils (dams and dykes, asset owners); asset management training and skills development built into personal development plans for key functional roles; create asset management general information portal.
Oil & Gas Exploration Strategy	12.50%	Complete 80% of planned 2013 activities	Complete 2013 activities: data acquisition including completion of 2012-13 regional seismic program; basin analysis for offshore Labrador and NE Newfoundland slope; exploration policy support to attract and accelerate global exploration investment in NL.	Target + complete 20% of planned 2014 activities.
Lower Churchill Project	12.50%	Complete 90% of planned 2013 scope for MF/LIL within approved cost and schedule, and forecast final cost and schedule are on track.	Planned 2013 scope for MF/LIL within approved cost and schedule, and forecast final cost and schedule are on track.	Planned 2013 scope for MF/LIL completed within approved cost and schedule by November 30th, and forecast final cost and schedule are on track.

2013 PERFORMANCE CONTRACT - CEO REPORTS				
Line of Business/Division:		Nalcor Energy		CEO Signature:
Department/Region:		Corporate Relations		
Position:		Vice President, Corporate Relations		Incumbent Signature:
PART B - Divisional/Departmental Targets: 70%				
Performance Indicator		Threshold	Target	Opportunity
		Performance Level	Performance Level	Performance Level
Safety				
Line of Business/Divisional Safety Performance	14.29%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >=100% of the Nalcor per capita	0 injuries + total observations are >=120% of the Nalcor per capita
FELT Leadership	14.29%	N/A	360 FELT score >=8.0	360 FELT score >=11.0
Primary Goal(s)				
Priority Workplan Objective #1	17.14%	Complete draft of Reputation Mgmt Plan	Complete final Reputation Mgmt Plan	Complete Reputation Mgmt Plan and complete Y1 objectives
Priority Workplan Objective #2	17.14%	Complete draft/outline for Customer Service Strategy	Complete final Customer Service Strategy and obtain sign off/alignment by NLH LT	Complete final CS Strategy with execution of Y1 objectives
Financial Performance (<i>see note</i>)	17.14%	1% or less above 2013 budget	2013 budget	>= 2.5% below 2013 budget
Secondary Goals				
Priority Workplan Objective #3	10.00%	Complete draft of Oil & Gas Marketing Strategy	Complete final OG Marketing Strategy with VP Sign off	Complete OG Marketing Strategy & Complete Y1 objectives
All Other Workplan Objectives	10.00%	75% or more of the VP's 2013 workplan items have been completed	90% or more of the VP's workplan objectives have been completed	100% or more of the VP's workplan objectives have been completed

2014 PERFORMANCE CONTRACT - CEO REPORTS				
Line of Business/Division:		Nalcor	CEO Signature:	
Department/Region:		Corporate Relations		
Position:		Vice President, Corporate Relations	Incumbent Signature:	
			Date:	
PART A - Corporate KPI's:	30%			
Performance Indicator	Weight	Threshold	Target	Opportunity
		Performance Level	Performance Level	Performance Level
Goal 1: Safety	20.00%			
Lead/Lag ratio		>= 550:1	>= 600:1	>= 750:1
Goal 2: Environment	15.00%			
Environmental Leadership Targets		>= 92% of environmental leadership targets completed	>= 95% of environmental leadership targets completed	>= 97% of environmental leadership targets completed
Goal 3: Business Excellence				
Financial Performance	20.00%	Net income >= \$92.4 million	Net income >= \$108.4 million	Net income >= \$124.8 million
Project Execution	10.00%	CompleteThreshold portion of 2014 phase of project execution excellence implementation plan.	Complete 2014 phase of project execution excellence implementation plan	Complete opportunity activities in 2014 phase of project execution excellence implementation plan
Asset Management	10.00%	Complete 2014 threshold planned activities of asset management plan	Complete 2014 phase of asset management plan	Target + 2014 opportunity activities in asset management plan.
Oil & Gas Exploration Strategy	12.50%	Complete 80% of planned 2014 activities in exploration strategy	Complete 2014 planned activities in explorations strategy	Target + complete 20% of planned 2015 activities.
Lower Churchill Project	12.50%	MRF/LIL (Phase 1) Complete 90% of planned 2014 scope within approved cost and schedule Project forecast final cost and schedule on track	MRF/LIL (Phase 1) Complete planned 2014 scope within approved cost and schedule Project forecast final cost and schedule on track	MRF/LIL (Phase 1) Complete planned 2014 scope within approved cost and by November 30, 2014. Project forecast final cost and schedule on track

2014 PERFORMANCE CONTRACT - CEO REPORTS				
Line of Business/Division:		Nalcor	CEO Signature:	
Department/Region:		Corporate Relations		
Position:		Vice President, Corporate Relations	Incumbent Signature:	
PART B - Divisional/Departmental Targets:		70%		
Performance Indicator		Threshold	Target	Opportunity
		Performance Level	Performance Level	Performance Level
Safety				
Line of Business/Divisional Safety Performance	14.29%	0 injuries + total observations are >= 80% of the Nalcor per capita	0 injuries + total observations are >=100% of the Nalcor per capita	0 injuries + total observations are >=120% of the Nalcor per capita
FELT Leadership	14.29%	N/A	360 FELT Leadership score >= 8.0	360 FELT Leadership score >= 11.0
Primary Goal(s)				
Priority Workplan Objective #1	17.14%	Nalcor Reputation Management Plan: Complete 75% of planned 2014 implementation activities	Nalcor Reputation Management Plan: Complete 90% of planned 2014 implementation activities	Nalcor Reputation Management Plan: Complete 100% of planned 2014 implementation activities
Priority Workplan Objective #2	17.14%	Shareholder Relations Strategy: Complete 75% of planned 2014 activities	Shareholder Relations Strategy: Complete 90% of planned 2014 activities	Shareholder Relations Strategy: Complete 100% of planned 2014 activities
Financial Performance (<i>see note</i>)	17.14%	1% or less above 2014 budget	2014 budget	>= 2.5% below 2014 budget
Secondary Goals				
Priority Workplan Objective #3	10.00%	NLH Customer Service Strategy. Complete 75% of planned 2014	NLH Customer Service Strategy. Complete 90% of planned 2014	NLH Customer Service Strategy. Complete 100% of planned 2014
All Other Workplan Objectives	10.00%	75% or more of the VP's 2014 workplan items have been completed	90% or more of the VP's workplan objectives have been completed	100% or more of the VP's workplan objectives have been completed