

1 Q. Please provide asset management organization charts related to transmission,
2 terminal station, substation, subtransmission and distribution equipment asset
3 management. Explain in detail how the asset management organization and
4 personnel have changed since 2009.

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7 A. The Transmission and Rural Operations (TRO) department covers the requested
8 areas of transmission, terminal station, substation, subtransmission and distribution
9 equipment asset management across Newfoundland and Labrador. The
10 organizational charts were extensively reviewed throughout 2009 and finalized (as
11 indicated below) in early 2010. These changes were enablers for assignment of
12 accountability and performance expectations, application of consistent
13 maintenance practices for similar assets, consistent approach to asset
14 renewal/replacement and the rationalization and justification for capital as well as
15 operating budgets and supporting resources.

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17 The notable changes associated with this organizational change were as follows:

- 18 • Three distinct regions were united under a new position of General Manager;
19 • The key asset management roles of Asset Owner, Long Term Asset Planning,
20 Work Execution, Operations, and Short Term Work Planning and Scheduling
21 were consistently identified in the organizational structure. These roles are
22 further discussed in the response to PUB-NLH-166;
23 • Applicable common services were moved to report to the General Manager,
24 including: Network Services, Safety and Health, TRO (support) Services, and
25 Long Term Asset Planning;
26 • Regional Managers (Asset Owners) remained for the three regions, each
27 reporting to the General Manager;

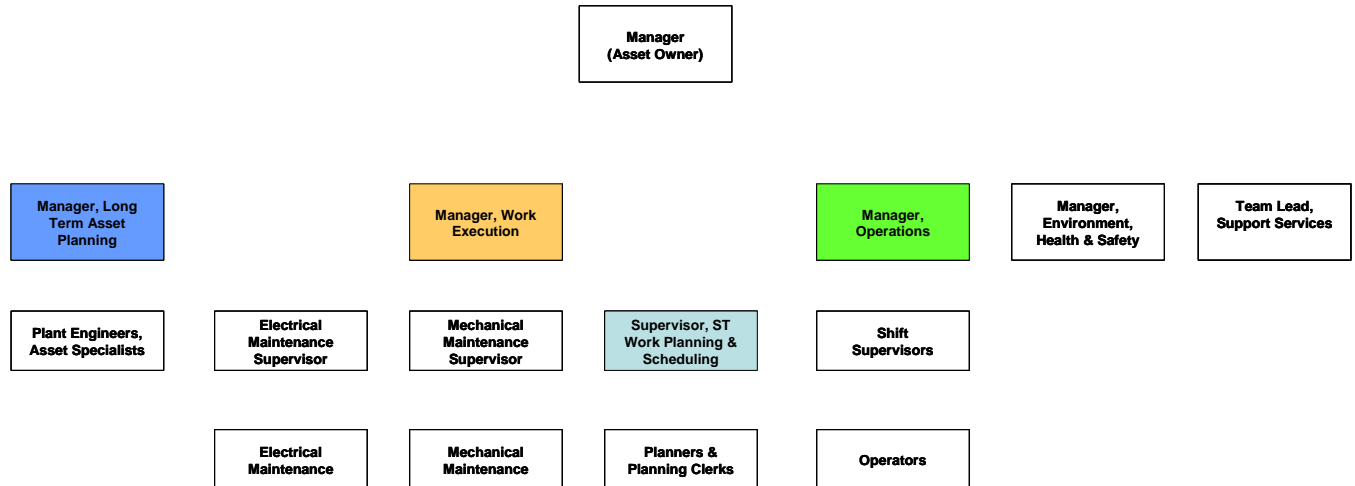
- The TRO Services Manager assumed management of the following personnel:
Equipment Maintenance and Facilities Maintenance Supervisors, the Asset Specialist Fleet, Vegetation Control Specialist and the Stores Supervisor including associated staff;
- Long Term Asset Planning Managers reporting to the General Manager took in Asset Specialists and Equipment Engineers for all of TRO's regions; and
- Northern and Labrador regions shared planning and scheduling resources, distribution system technicians, and support services, through new supervisory positions.

The key asset management functions are highlighted in the following organization charts: namely long term asset planning (dark blue), execution (peach), operations (green) and work planning and scheduling (light blue). These roles are identified in all of Hydro's operational organization charts, with, where appropriate, consistent use of job titles and job titles that reflect roles/asset management functions.

These positions are clearly delineated within Hydro's generation departments. However, within TRO, the key functions of long term asset planning, execution, and operations are, in some cases, combined in a single position. This is to reflect the unique requirements of this department.

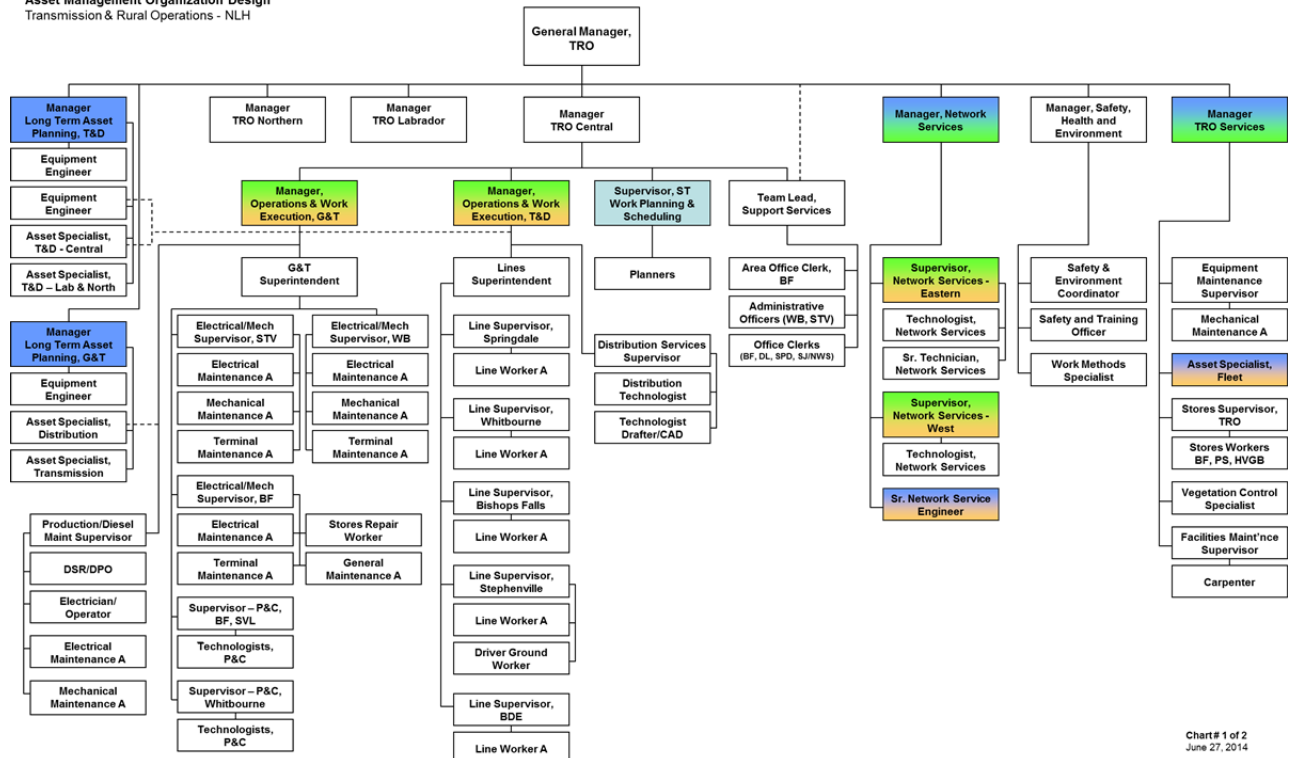
Island Interconnected System Supply Issues and Power Outages

1 Hydro Organizational Structure and Key Asset Management Roles in Principle



2 TRO Specific Asset Management Organizational Structure, 1 of 2

Asset Management Organization Design
Transmission & Rural Operations - NLH



Island Interconnected System Supply Issues and Power Outages

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TRO Specific Asset Management Organizational Structure, 2 of 2

Asset Management Organization Design
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