

1 Q. **2017 General Rate Application - Operations**

2 Pages 3.2-3.3 – Describe the process used to determine the skills and qualifications
3 required for the new positions created in the revised organizational structure and
4 the process used to select the successful candidate.

5

6

7 A. Job descriptions were created for the senior management and executive positions
8 within the new organizational structure. They were drafted to ensure alignment
9 with the business requirements. Existing and past job descriptions for comparable
10 roles within Hydro and affiliated companies were reviewed and adapted, as
11 required. Job descriptions for direct reports were also reviewed to ensure
12 accountabilities were clearly defined, overlap was minimized or eliminated, and
13 consideration was given to stratification of skills and qualifications. Appropriate
14 qualifications were then reviewed, finalized, and approved by the President and
15 Human Resources based on knowledge of the roles and market availability. It was
16 determined that the preferred approach to filling the roles would be with a mixture
17 of both internal and external candidates, to ensure that there was depth of
18 organizational knowledge and practices, as well as candidates with relevant
19 external experience who would bring additional perspective at the leadership level.

20

21 Through succession planning, key members of the existing Hydro executive and
22 senior management team were identified as candidates to fill executive roles in the
23 new structure. Incumbents were appointed to their positions in September 2016.
24 Positions were advertised externally following Hydro’s standard recruitment
25 process and then an external recruitment agency was engaged to assist in the
26 recruitment to ensure broad national consideration of candidates with the
27 appropriate experience. Applications for each position were screened and

1 candidates interviewed by Human Resources and members of the executive team.
2 The successful candidates were identified and several pre-employment checks
3 performed, including reference checks and background screening. The incumbents
4 for Vice President, Financial Services and Vice President, Transmission &
5 Distribution and NLSO joined the Company in January and April 2017, respectively.

6
7 A similar process, which included a mix of appointments, internal and external
8 recruitment competitions, was used within each division to fill new positions
9 created below the senior management level.