

1 Q. Please provide the resources (internal and external) for Corporate Services for  
2 Nalcor and Newfoundland Hydro by major category for the most recent year  
3 available, noting any significant planned future changes.  
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6 A. PUB-Nalcor-192, Attachment 1 and PUB-Nalcor-192, Attachment 2 each reflect two  
7 tables. Table 1 in each attachment reflects internal and external resources for  
8 Corporate Services<sup>1</sup> by major category. Table 2 in each attachment reflects related  
9 FTEs who are embedded (i.e., located and budgeted) in specific areas of operations  
10 (versus corporate services). Internal resources are reflected by 2019 budgeted  
11 FTEs. Any significant variance from budgeted FTE has been noted in description  
12 column and/or under planned future changes.  
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14 With respect to external resources, there are no independent “embedded”  
15 contractors dedicated to either Nalcor or Hydro with these functional support  
16 groups (i.e., Corporate Services). However, third party external consultants and/or  
17 service providers are engaged from time to time to support specific and specialized  
18 initiatives (e.g., benefit review, agency of record, surveys, audits, legal, investigation  
19 services, training, etc.) Where relevant to providing services, this is reflected in  
20 Table 1 of both attachments in the column “Other (Consultant’s or Professional  
21 Services)”. PUB-Nalcor-190 also provides the 2019 budgets by major cost category  
22 for Corporate Services<sup>1</sup>, which includes all professional and consultant fees.  
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<sup>1</sup> Corporate Services as defined by Liberty for the purpose of responding to this question includes: Human Resources and Labour Relations, Safety and Health, Environment, Audit, and Corporate Communications.

1 Table 2 in both PUB-Nalcor-192 attachments reflect related FTEs that are located  
2 and budgeted within Power Supply and Hydro operations, respectively, and who are  
3 dedicated to supporting these services within their operating area. These  
4 resources work closely with their respective functional teams to ensure that specific  
5 business needs are represented and reflected in Corporate-wide programs,  
6 systems, and services.

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8 Nalcor's Corporate Service departments have responsibility for ensuring a holistic  
9 and overarching strategy for delivery of corporate-based programs, policies and  
10 procedures across the various lines of business, including Hydro. The organization  
11 of corporate shared services and allocation of people resources between the  
12 regulated and non-regulated entities is consistent with the objectives and principles  
13 outlined in PUB-Nalcor-140 and to support a separated regulated and unregulated  
14 organization for support services.

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Table 1 Internal / External Resources - Corporate Services (Nalcor)						
Section	Perm (2019 Budget FTE)	Temp (2019 Budget FTE)	Total	Description	Other (Consultant's or professional Services) <sup>1</sup>	Future Plans (if changes anticipated)
Corp Comm & Shareholder Rel	5	1	6	Provides strategic leadership, advice and oversight of all corporate reputation, research, communications, financial reporting, marketing, and issues management for Nalcor Energy. Also provides oversight and direction to Nalcor subsidiaries to ensure alignment with corporate reputation and objectives. Includes a Director and four professional positions in the areas of marketing, graphic design and communications. Responsible for developing, managing, and completion of the Annual Report and Annual General Meeting. Includes one term position supporting MF Inquiry.	\$67,700 consultants budget to cover cost relating to specialized work, most which is for Nalcor's Agency of Record to support strategic marketing and communications support, research, design etc.	Position supporting MF inquiry is term requirement only ending in 2020. One position currently within LCP will transfer to corporate upon completion of project.
Gov & Shareholder Relations	1		1	Supports the CEO and manages the relationship with the Shareholder (GNL) to ensure appropriate reporting, management of issues, advocating on behalf of company regarding significant policy related issues, and in support of Government directives. Also advocates with all levels of Government regarding key issues relevant to company and Executive. Supports management of issues and information flow and overall relations between all government offices and Nalcor.	\$52,000 for support services for corporate reporting requirements, specifically Nalcor's legislative requirement for a public Annual General Meeting. Includes budgets for venue rental, audio visual, advertising, videography etc.	
<b>Corp Comm &amp; Shareholder Rel</b>	<b>6</b>	<b>1</b>	<b>7</b>			
Internal Audit	6	1	7	Team is comprised of 5 auditors reporting to one director. Temp position is for a coop student (currently not filled). Function provides assurance to Nalcor Energy & CF(L)Co Audit Committee of Board of Directors on all risk associated with all areas of the business (including Nalcor Energy support services, Energy Marketing, CF(L)Co, all LCP companies, Partnerships (e.g. Emera/LIL), O&G joint partnership assets owned by Nalcor Energy. Supports External Auditor for financial statement audit (Deloitte) for fee reduction purposes and also supports Hydro's shared service function, Supply Chain (which support all Nalcor lines of business). This team also supports Corporate Governance. Audits that are specific to a certain line of business are charged directly to that line of business through appropriate work orders.	Internal Audit will seek (contract) professional service support to complete its quality assurance and improvement plan review. This requirement is every 5 years and was completed in 2018. As such, there is no external consulting resources anticipated for 2019 to 2022.	Transition from heavy focus on LCP project execution to LCP operations and management for all LCP companies.
<b>Internal Audit</b>	<b>6</b>	<b>1</b>	<b>7</b>			
Environmental Admin	1		1	Provides a shared service specifically to environment program document and records management on an admin fee basis shared among all Nalcor LOBs. Work supports all Nalcor.	Will use some external auditor support for Corporate EMS. Budget of \$9000 in 2019.	No major change in resource plan.
Environmental Services	4	1	5	Provides development and support for corporate-based sustainability programs across all Nalcor. Resources support other lines of businesses and time is charged appropriately via work orders. Employees may manage budgets associated with a specific line of business, for example, the contaminated sites management program or facility specific internal/external EMS audit. (Note, one FTE was reallocated to support Power Supply). Currently 1 Manager, 2 specialist and 1 advisor.	n/a	Reallocated a position to support Power Supply. So, will be 4 FTEs longer term versus 5.
Human Resources - Corporate Service	4	1	5	This group includes one HR Manager and three HR professionals with seven focus areas: diversity and inclusion, talent management (succession planning, workforce planning, learning & development, performance management), employee engagement, employee recognition, recruitment, corporate policies and procedures, and corporate Ethicsline (reporting mechanism for allegations of non-conformances to policies such as Respectful Workplace policy). This team creates the policies, programs and framework for development and delivery of HR programs that are implemented corporate-wide. In addition, the HR Manager for this group is accountable for the HR Admin team and the areas of payroll, compensation, benefits, pensions, HR systems and related regulatory reporting. One temporary position in 2019 to initiate information management process for consideration of access to information and confidential information security requirements applicable to public sector organization and employee related information.	Consultants in the form of services from third parties for specialty services as required. (e.g., Background and reference checks, external legal, outplacement service, independent investigators, DI consulting, actuarial reviews). Budget \$60,600.	Temporary position is not long term plan. Role started in 2019 and pending approval in 2020, should finish in that same year.
Human Resources - HR/LR Operations	2		2	This group includes one Manager and 1 HR professional who supports Corporate Departments and smaller lines of business. Ten other HR/LR and training professionals report functionally to this manager and are based (embedded) within the operation areas they service (excludes LCP and CF temporary positions that support operations). The manager is responsible for the development and execution of a holistic Labour Relations Strategy for all of Nalcor and day to day LR activities within non-regulated operations. This position provides functional leadership to embedded HR/LR teams within operations (i.e., Churchill Falls, Power Supply and LCP). This function also ensures specific lines of business needs are represented in the development of Corporate HR programs, policies and frameworks that are described under HR Corporate Services. The embedded teams reporting to this area oversee execution and delivery of corporate HR programs within their respective areas.	Consulting budget is shared with HR Corporate Service described above in the areas of external legal support and employment/LR related matters.	No major changes as resource model for support services has already shifted from LCP project execution and transition to longer term, steady state operations for Power Supply.

**Table 1**  
**Internal / External Resources - Corporate Services (Nalcor)**

Human Resources Admin	7	2	9	Shared resource team that services all Nalcor lines of businesses many which are transactional in nature such as payroll and group benefit administration. There are two team groups (A) Payroll & HRIS and (B) Compensation and Benefits. The Payroll/HRIS team (four permanent FTEs) is responsible company-wide for payroll processing (5 company payrolls in total), remittances, HR data security, HR systems, salary budgeting, labour recharge processes within and between companies, reconciliation with GL accounts, organization hierarchy and related system set up, organization charts, and any FTE related reports to support regulatory requirements. The Compensation and Benefits team (3 permanent FTEs) is responsible company-wide for benefit administration, pension services, compensation management (job evaluations, salary administration, job offers, job descriptions, salary surveys) and related 3rd party or regulatory reporting. For benefit administration, this team supports plan participants for employees (~1600) and retirees (~800). Temporary resources are not represented on the organization chart.	Consultants in the form of services from third parties supporting activity within this area. (e.g., Coursepark service (learning system); D&I activities; Benefit administration, actuarial consultants, employee engagement survey, compensation survey(s), external legal advice, Navex - Ethicsline service). Budget \$164,000	Temporary resources include FTEs for additional work scope in 2019 related to HR system, training and overlap of key and critical payroll resources retiring in 2019, and to support additional requests for information (audits, inquiries, regulatory). Other than 0.6 FTE which is temporary each year for payroll heavy lifting around year end, the remaining temporary FTEs in 2019 are not anticipated in future years.
Safety & Health	3		3	This core group provides company wide leadership and direction related to Safety and Health and is responsible for the strategic direction, planning and development and support for all corporate-based programs and policies across all Nalcor. Includes one S&H Manager and two professionals, one in Operational/ technical safety and the other in Occupational Health and Hygiene. Focus areas include technical areas such as fall protection, confined space, electrical safety, equipotential grounding and bonding, emergency response, safety systems, personal protective equipment, prescription eyewear, contractor safety management and hazard recognition evaluation and control. Also, administers the Alcohol and Drug program, Industrial Hygiene such as asbestos abatement program, and occupational health programs such as the hearing conservation program, medical surveillance programs, disability management and respiratory protection etc. Also develops key initiatives such as mental health strategy and regulatory training for all areas. Supports specific programs within various lines of business to ensure implementation and charges out time to specific areas based on the request as necessary. Provides functional direction to all safety and health professionals in Nalcor.	Consultants in the form of services from third parties supporting activity within this area. (i.e. Safety Culture Survey/ THI) Budget \$25,000	No major change in resource plan.
Safety & Health Admin	3	0	3	Resources provide shared services relating to Safety & Health program administration that support all Nalcor LOBs. Reporting to the Manager S&H, admin costs are shared across all LOBs. This team delivers all critical Safety data and statistical analysis and reporting for all areas, including Board reporting and monthly safety performance reports. Also includes trends analysis that forms the basis of our injury prevention initiatives and programming. Also manages the Safety Workplace Observation Program (SWOP) which is our Incident management system and our Safety Management System (SMS). The SMS includes all Safety and Health policies and Operational Controls utilized by Nalcor LOBs. Resources include a Safety Analyst, Management System Advisor and Admin Support. Admin support position provides primary support to the Occupational Health function and approx. 50% of time supporting Human Resources Dept. activities (Comp & ben), Temporary position is a coop student (approx. 3 mths).	Consultants in the form of services from third parties supporting all areas across Nalcor. Costs distributed via admin fee. i.e. Occupational Health Services: Horizon Health/Medisys (retainer fee, medical services, PHAs, pre-hire drug testing, surveillance), Employee Family Assistance Program (EFAP), Wellness Laboratory Services, Emergency call mgmt service, Safety Mgmt System (auditing, program review, support, development), Occupational Hygiene Services: program review, auditing, development, hazardous materials assessment, corporate safety and safety summit, Occupational Health: A&D Program etc. Budget \$356,000	No major change in resource plan.
<b>HROE</b>	<b>24</b>	<b>4</b>	<b>28</b>			

Note:

<sup>1</sup> Refer to PUB-Nalcor-190, Attachment 1 for consultant and professional services budgets for corporate service areas.

Table 2 Related Resources within (embedded <sup>1</sup> in) Nalcor, Power Supply Operations					
Section	Perm (2019 Budget FTE)	Temp (2019 Budget FTE)	Total	Description	Future Plans
CF Health, Safety & Environment	4	3	7	Embedded in Churchill Falls and reports to Manager, Corporate Safety & Health in Corporate Services. Resources are shared with the Corporate Environment Dept. and include a Manager SHE, two advisors (one Safety & Health and one Environment) and an Occupational Health Nurse. Temp resources (not reflected on org chart) includes one admin support and two On Site Reps. On Site Reps are hired for the maintenance season to provide safety oversight and field monitoring of contractor activities.	No change in resource plan.
CF Human Resources	5		5	Embedded in CF but reports to Manager of HR/LR Operations in Corporate Services.	No change in resource plan.
CF Human Resources Other	1	10	11	Admin and student budget under falls under HR business unit but provides support to all CF Operations (not HR function).	
CF Communications	1		1	Embedded in CF and reports to the Director, Corporate Affairs in Corporate Services.	No change in resource plan.
PS Safety, Health & Environment	3		3	Embedded in Power Supply but reports to Manager of Safety & Health in Corporate Services. Resources are shared with the Corporate Environment Dept. Includes Senior Safety Supervisor and two direct reports (SHE Advisors for Soldiers Pond and Muskrat Falls). Budgets are held in respective legal entity as appropriate.	No change in resource plan.
PS Environment	1	1	2	Embedded in Power Supply but reports to teh Manager Environment & Sustainability in Corporate Services. Employees associated with Power Supply manage environmental consultants associated with the Environmental Effects Monitoring programs for Muskrat Falls and LIL. Budgets are held in respective legal entity as appropriate.	Reallocating a position from Corporate Environment to Power Supply so will be 3 FTEs versus 2.
PS Human Resources	3	1	4	Embedded in Power Supply but reports to HR/LR Operations in Corporate Services. Team consists of Team Lead, HR/LR Advisor, Training Coordinator and a HR Coordinator (temp).	Temp position supports high volume recruitment during growth that will not be required into future.

Note:

<sup>1</sup> These are employees who are located and budgeted in specific areas of operations (versus corporate services).

Table 1 Internal / External Resources - (Communications, Audit, HR, Safety, Environment) Hydro						
Section	Permanent (2019 Budget FTE)	Temporary (2019 Budget FTE)	Total	Description	Other (Consultant's or professional Services) <sup>1</sup>	Future Plans (if changes anticipated)
Communications NL Hydro	3	0	0	Includes a manager and two senior communication professionals specialized in the areas of both internal and external communication. This function is responsible for implementing communication strategies aligned with Hydro's business priorities, and providing strategic communications advice in support of Hydro's mandate. Provides communication support for all areas of the business, including system/operational protocols, outage and customer communications, crisis response, issues management, regulatory affairs, as well as general system education and content. Works collaboratively with Nalcor Corporate Services to ensure alignment on corporate initiatives.	The budget for professional services includes \$21,600 to support crisis communication planning and response. In addition, there is a budget relating to advertising expenses, which includes \$25,000 to support customer research and engagement, and reputation research activities, and \$296,250 for Hydro's Agency of Record to support design and development of customer education and materials, research, employee communication activities, and general strategic communication support.	No planned future changes.
Internal Audit NL Hydro	2	0	2	Team is comprised of one Manager and one Senior Auditor. This function administratively reports to VP of Financial Services but is accountable to the Newfoundland and Labrador Hydro (NLH) Audit Committee (subcommittee of the Board of Directors). Hydro's Audit function works collaboratively with the parent company's Internal Audit department to coordinate Internal Audit approaches and activities to maximize the effectiveness and efficiency of the Internal Audit function. Follows standards, policies and procedures as adopted or directed by the NLH board and/or the parent company.	n/a	No planned future changes.
Environmental Services NL Hydro	7	0	7	The Team is comprised of a Manager, two Environmental Specialist and four Environmental Advisors. The Environmental Services Dept. (ESD) has the mandate to prepare or review environmental documentation submitted to environmental agencies, the media, the Board of Directors, the PUB, or the Canadian Electricity Association. ESD assesses actual or predicted environmental impacts of Hydro's proposed or current activities, operations, and past practices on the natural environment and recommends ways to mitigate these impacts. ESD is responsible for determining the extent of compliance of Hydro with obligations, commitments and commonly accepted industry practices, and conformance of EMS to the ISO 14001 standard. ESD cultivates contacts with government agencies, industry associations, and other stakeholders to track the evolution of new legislation, and emerging environmental issues, management techniques and technologies. ESD are responsible for the ongoing maintenance of the Environmental Compliance Directory and participates on relevant CEA working groups on environmental issues. ESD undertakes or manages environmental services requested by operational and service departments within Hydro to support them in the execution of their environmental responsibilities (permit applications/completion reports, pre-job assessments and construction monitoring for T&D work, environmental sensitivity mapping/GIS work). ESD provides line of business input into the delivery and reporting of a corporate-wide sustainability program.	Env Site Assessments, site professional, EEM, EMS, Air Dispersion Modeling and GHG verification, Independent Monitors. Budget \$799,000.	Additional FTE maybe required as part of the Holyrood Thermal Generation Station (HTGS) decommissioning, Goodyears Dam replacement, Generation study implementation.

**Table 1**  
**Internal / External Resources - (Communications, Audit, HR, Safety, Environment) Hydro**

Section	Permanent (2019 Budget FTE)	Temporary (2019 Budget FTE)	Total	Description	Other (Consultant's or professional Services) <sup>1</sup>	Future Plans (if changes anticipated)
HR/LR NL Hydro <sup>2,3</sup>	10	36	46	The core HR/LR team consists of 6 perm budgeted FTEs as well as 4 additional FTEs that were transferred, added or traded off after the budget was built in 2016. Budgeted FTEs are as follows: an HR/LR Manager, two HR/LR Specialists, an HR Advisor, an LR Advisor, and an HR Coordinator (recruitment). Four additional positions include 2 Occ Health Nurses (one reallocated from Safety budget), an HR Coordinator (recruitment), and a temp HR Assistant. Non core HR FTEs included in the budget are four Graduate Engineers and 36 temporary FTEs associated with apprentices, technologist, student placement for operations. The core HR/LR team delivers corporate-based Talent Management programs across Hydro's operations (such as diversity and inclusion, employee engagement, employee recognition, recruitment) and corporate policies and procedures. This department is responsible for: collective agreement and employment policy interpretations for Hydro; ensures that Hydro's needs are addressed in the overarching People strategies for Nalcor; and develops specific HR related policies, programs and frameworks for Hydro operations where required. Payroll, compensation, benefits, pensions, HR systems and related regulatory reporting are provided and supported by Nalcor HR Corporate Services through an administration fee structure.	Consultants from third parties specialty services are used as required. (e.g., Background and reference checks, external legal, outplacement service, independent workplace investigators). Budget: approx \$130,000.	Reduction of one term position supporting Holyrood (relating to decommissioning of Plant); otherwise no major change in resource plan.
Safety <sup>3</sup>	3	0	3	This team is comprised of a Manager, Safety and a Work Protection Specialist (2 FTEs). One FTE, an Occupational Health Nurse, that is reflected in the FTE budget was moved from this area to HR/LR. This department ensures that NLH safety activities and programs are planned and conducted in a manner consistent with corporate SMS. It is specifically responsible for managing Hydro's processes and standards. This function is responsible for delivering corporate-based safety programs and policies across all Hydro and provides line of business input into strategy development. The Manager, Safety Hydro provides functional support and oversight specific to Safety to the embedded HSE personnel across Hydro's operation (see reference chart below). This team also provides Hydro specific safety programs to Hydro operations as necessary. The work protection specialist position provides expertise to other areas of Nalcor on a charge out basis.	Consultant/professional service budgeted for supporting activity within this area is approximately \$10,000.	An Occupational Health Nurse reflected in the 3 FTEs is transferred to HR/LR Hydro dept. Therefore, the actual FTE under "Safety" is currently 2 FTEs as opposed to the 3 FTEs reflected in 2019 budget; otherwise no major change in resource plan is anticipated.

**Notes:**

<sup>1</sup> Refer to PUB-Nalcor-190, Attachment 1 for consultant and professional services budgets for corporate service areas.

<sup>2</sup> HR/LR Hydro FTE numbers include apprentices, technologists in training, and summer students for operational areas.

<sup>3</sup> Occupational Health Services were reflected under Safety & Health in the 2019 budget of 3 FTEs, but have been transferred to HR/LR NL Hydro.

Table 2 Related FTEs within (embedded <sup>1</sup> in) Hydro Operations					
Area	Permanent (2019 Budget FTE)	Temporary (2019 Budget FTE)	Total	Description	Future Plans
HSE Team - Thermal Generation	15	1	16	Embedded in Holyrood. Reports directly to the Senior Manager of Thermal Generation. Core HSE Team includes one HSE manager and two safety and security coordinators. The remaining personnel (13) support speciality requirements associated with thermal generation in the areas of chemical/instrumental technology and emergency response (paramedics).	FTEs will decrease accordingly as plant is repurposed and/or decommissioned. Requirement will depend on plant status.
HSE Team - Hydro Generation	3		3	Embedded in operations, team consists of a HSE advisor (BDE), a plant security and safety supervisor (BDE), and a safety specialist (Exploits). Team reports to Sr. Manager of Bay D'Espoir and Exploits Generation.	No major change in resource plan.
HSE Team - Transmission & Rural Operations (TRO)	6		6	Embedded in TRO operations (Bishops Falls). Team consists of a Manager HSE who reports to the Director, TRO, three HSE advisors, a work methods specialist, and a document control clerk.	No major change in resource plan.
Safety - Engineering Services	1		1	Embedded in Hydro's Engineering Services Department is one safety lead position reporting directly to the Team Lead of Support Services.	No major change in resource plan.

<sup>1</sup> These are employees who are located and budgeted in specific areas of operations (versus corporate services).