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January 11th, 2008

Ontario Energy Board
Attn: K. Walli, Board Secretary
P.O. Box 2319
2300 Yonge Street, 27th Floor
Toronto, Ontario
M4P 1E4

Dear Ms. Walli,

Re: EB-2007-0706

At the Oral Hearing on January 4th, 2008, Enersource Hydro Mississauga Inc. (Enersource) committed to provide additional information regarding labour performance metrics (page 8 of the transcript). The attachments to this letter supplement Enersource's response to Undertaking JTA 15: *Provide conceptual information regarding performance metrics as used for providing incentive payments*. The response was originally filed November 27, 2007 as Exhibit L, page 16.

Please contact me with any questions you may have.

Sincerely,

A handwritten signature in cursive script that reads 'K. Litt'.

Kathi Litt
Manager, Rates and Regulatory

Attachments



"TO BE THE LEADING ENERGY AND UTILITY SOLUTIONS COMPANY, DRIVEN TO EXCEED OUR CUSTOMERS' AND SHAREHOLDERS' EXPECTATIONS THROUGH INTEGRITY, INNOVATION, TEAMWORK AND EXCELLENCE IN EVERYTHING WE DO"

2007 PERFORMANCE EVALUATION

HOURLY EMPLOYEES

(Per Collective Agreement "Schedule A" Employees)

EMPLOYEE: _____

DEPARTMENT: _____

POSITION: _____

YEARS IN POSITION: _____

PERIOD OF REVIEW: _____

Supervisory Instructions:

All criteria is intended to be scored with the company vision and values actively in mind and together with previously set objectives.

<u>2007 OBJECTIVES</u>	<u>Results</u>	<u>Evidence</u>
<u>Due Diligence & Administrative</u> Completing tailboard talksheet each day, Incident reporting, Safe backing up, Submitting A/C drawing, Completing CVOR each day, Materials booked to the correct SO#		
<u>Teamwork & Corporate Image</u> Volunteering to train Co-workers, Develop/improve procedures, Extra Ordinary Customer Service, Punctuality, Response to Emergencies Call-ins, Recognizing/reporting/correcting deficiencies, Anti-Idling, Responsible use of corporate vehicles		
<u>Productivity & Cost Reductions</u> Responsible use of Tools Projects Completed within Budget, Projects Completed on Time, Responsible Management of crew time, Material Recycling, Responsible Vacation planning, No Defects/Call Backs, Efficient use of downtime (ex. Rainy days)		

Assign Ratings as follows:

Exceeds Target

Meets Target

Does not meet Target

PRODUCTIVITY & TECHNICAL SKILLS

Question #	TARGET	RATING	EVIDENCE OF WORK SPECIFIC COMPETENCIES
1	Work results are constantly of high quality, accurate, and timely		
2	Expected Amount of Productivity		
3	Grasps and applies necessary technical knowledge and new concepts. Adapts willingly and effectively to change.		
4	Makes effective decisions on a timely basis. Decisions are based on a thorough analysis of problems and in consideration of alternative approaches.		
5	Maintains an accurate sense of priorities through effective planning and organizing of work.		
6	Displays good initiative by identifying what needs to be done without being prompted.		
7	Advances and helps to develop creative and practical ideas and solutions.		

CONDUCT

Question #	TARGET	RATING	EVIDENCE OF WORK SPECIFIC COMPETENCIES
1	Interacts effectively as part of a team. Contributes constructively to group discussions and debate.		
2	Responds maturely, positively and promptly to suggestions, directions or constructive input from Supervisor		
3	Demonstrates personal accountability, professional conduct and avoids blaming others		
4	Maintains positive working relationship across all departments/functions within the organization.		
5	Reliable in any situation to exercise maturity, good judgment and professionalism.		
6	Displays pride, enthusiasm and interest in the job		
7	Performs effectively in crisis situations, maintaining clarity of thought, communication and action.		
8	Adheres to Company policies in terms of prompt arrival, unauthorized departures, absence reporting, vehicle & equipment use, etc.		

HEALTH & SAFETY & LOSS CONTROL

Question #	TARGET	RATING	EVIDENCE OF WORK SPECIFIC COMPETENCIES
1	Adheres to all safety policies, practices and procedures (including but not limited to the safe operation of all equipment and vehicles, maintaining a valid driver's license, wearing PPE at all times and demonstrating concern for the public).		
2	Reports potential health, safety & environmental hazards.		
3	Willing participation in corporately sponsored training programs.		
4	Respects and safeguards all tools, vehicles, equipment and company property in their possession		
5	Reports all incidents of vehicle/property damage, loss of company property		

ATTENDANCE OVER THE PAST 12 MONTH PERIOD

Number of occurrences (exclude medically supported absents > 6days)
Number of days absent (exclude medically supported absents > 6days)
Any medically supported absences > 6 days

Department Average # of Occurrences (excluding med.)
Department Average # of Days (excluding med.)

Describe how the Employee has contributed towards the Corporate Performance Measures of Reliability, Safety, Customer Service Cost Control & Innovation:

SUMMARY OF EVALUATION

Has there been issues of safety infractions or misconduct?

Explain:

RATING:

IF THE RATING IS BELOW MEETS STANDARDS, THE NEXT PERFORMANCE REVIEW MUST BE DONE WITHIN A MINIMUM OF 2 MONTHS

Date of Next Review

Definition of Overall Rating Category

- 1. Significantly Exceeds Standards -Performance significantly and consistently exceeds target
- 2. Often Exceeds Standards - Performance very often significantly exceeds target levels.
- 3. Meets Standards -Performance is at target levels
- 4. Poor or Below Standards -Performance does not meet objectives/expectations and is below target level. If safety infractions, misconduct or excessive incidental absenteeism rating will be POOR.

EMPLOYEE DEVELOPMENT NEEDS & ACTION PLAN TO BE IMPLEMENTED (add a page if necessary):

EMPLOYEE INPUT TO SUPERVISOR

As my Coach, you can help me become the best I can be by considering the following:

CAREER PLANNING

The Manager/Supervisor identifies growth opportunities that are compatible with the employee's aptitudes and career aspirations. Identify specific positions which are of interest to the Employee and which you endorse for possible future consideration. Describe formal & on-the-job training recommended to help the Employee reach his/her goal.

My Signature below represents my continued commitment to adhere to the Enersource Corporation Code of Conduct.

Employee's Signature Date Supervisor's Signature:

Manager's Signature Date Divisional VP

Human Resources VP Date

2008 GOALS & OBJECTIVES For performance cycle March 1, 2008 – February 28, 2009

DESCRIBE GOALS & OBJECTIVES FOR NEXT REVIEW INCLUDING HOW THESE ARE TO BE MEASURED AND THE TARGET DATE FOR COMPLETION. THESE MAY INCLUDE BOTH METRIC GOALS AND/OR COMPETENCY DEVELOPMENT GOALS.

	GOALS & OBJECTIVES	MEASUREMENT CRITERIA
1 Due Diligence & Administrative	Completing tailboard talksheet each day Incident reporting Safe backing up Submitting As Constructed drawing Completing CVOR each day Materials booked to the correct SO#	Positives: Incident reporting & participation in corrective actions Negatives: Failing to properly report an incident Failing to fill out tailboard talksheet Unsafe vehicle backing up Failing to complete CVOR Failing to submit accurate A/C Incorrect material booking
2 Teamwork & Corporate Image	Volunteering to train Co-workers Develop/improve procedures Extra Ordinary Customer Service Punctuality Response to Emergencies Call-ins Recognizing/reporting/correcting deficiencies Anti-Idling Responsible use of corporate vehicles	Positives: Running/developing training programs Developing procedures/processes Consistently responding to call-ins Reporting & correcting deficiencies Negatives: Repeated tardiness Unnecessary idling In appropriate use of company vehicle Incorrect material booking
3 Productivity & Cost Reductions	Responsible use of Tools Projects Completed within Budget Projects Completed on Time Responsible Management of crew time Material Recycling Responsible Vacation planning No Defects/Call Backs Efficient use of downtime (ex. Rainy days)	Positives: Projects Completed within Budget/objects Completed on Time Material Recycling Efficient use of downtime Negatives: Losing or reckless use of tools Insufficient notice for vacation Projects Completed over budget Projects Completed late Defects requiring corrective actions

Employee's Signature

Date



“TO BE THE LEADING ENERGY AND UTILITY SOLUTIONS COMPANY, DRIVEN TO EXCEED OUR CUSTOMERS’ AND SHAREHOLDERS’ EXPECTATIONS THROUGH INTEGRITY, INNOVATION, TEAMWORK AND EXCELLENCE IN EVERYTHING WE DO”

2007 PERFORMANCE EVALUATION

HOURLY EMPLOYEES

(Per Collective Agreement "Schedule A" Employees)

EMPLOYEE:

DEPARTMENT:

POSITION:

YEARS IN POSITION:

PERIOD OF REVIEW:

Supervisory Instructions:

All criteria is intended to be scored with the company vision and values actively in mind and together with previously set objectives.

<u>2007 OBJECTIVES</u>	<u>Results</u>	<u>Evidence</u>

PRODUCTIVITY & TECHNICAL SKILLS

Question #	<u>TARGET</u>	<u>RATING</u>	<u>EVIDENCE OF WORK SPECIFIC COMPETENCIES</u>
1	Work results are constantly of high quality, accurate, and timely		
2	Expected Amount of Productivity		
3	Grasps and applies necessary technical knowledge and new concepts. Adapts willingly and effectively to change.		
4	Makes effective decisions on a timely basis. Decisions are based on a thorough analysis of problems and in consideration of alternative approaches.		
5	Maintains an accurate sense of priorities through effective planning and organizing of work.		
6	Displays good initiative by identifying what needs to be done without being prompted.		
7	Advances and helps to develop creative and practical ideas and solutions.		

CONDUCT

Question #	<u>TARGET</u>	<u>RATING</u>	<u>EVIDENCE OF WORK SPECIFIC COMPETENCIES</u>
1	Interacts effectively as part of a team. Contributes constructively to group discussions and debate.		
2	Responds maturely, positively and promptly to suggestions, directions or constructive input from Supervisor		
3	Demonstrates personal accountability, professional conduct and avoids blaming others		
4	Maintains positive working relationship across all departments/functions within the organization.		
5	Reliable in any situation to exercise maturity, good judgment and professionalism.		
6	Displays pride, enthusiasm and interest in the job		
7	Performs effectively in crisis situations, maintaining clarity of thought, communication and action.		
8	Adheres to Company policies in terms of prompt arrival, unauthorized departures, absence reporting, vehicle & equipment use, etc.		

HEALTH & SAFETY & LOSS CONTROL

<u>Question #</u>	<u>TARGET</u>	<u>RATING</u>	<u>EVIDENCE OF WORK SPECIFIC COMPETENCIES</u>
1	Adheres to all safety policies, practices and procedures (including but not limited to the safe operation of all equipment and vehicles, maintaining a valid driver's license, wearing PPE at all times and demonstrating concern for the public).		
2	Reports potential health, safety & environmental hazards.		
3	Willing participation in corporate sponsored training programs.		
4	Respects and safeguards all tools, vehicles, equipment and company property in their possession		
5	Reports all incidents of vehicle/property damage, loss of company property		

ATTENDANCE OVER THE PAST 12 MONTH PERIOD

Number of occurrences (exclude medically supported absents > 6days)
Number of days absent (exclude medically supported absents > 6days)
Any medically supported absences > 6 days

Department Average # of Occurences (excluding med.)
Department Average # of Days (excluding med.)

Describe how the Employee has contributed towards the Corporate Performance Measures of Reliability, Safety, Customer Service Cost Control & Innovation:

SUMMARY OF EVALUATION

Has there been issues of safety infractions or misconduct? _____

Explain: _____

RATING:

IF THE RATING IS BELOW MEETS STANDARDS, THE NEXT PERFORMANCE REVIEW MUST BE DONE WITHIN A MINIMUM OF 2 MONTHS

Date of Next Review _____

Definition of Overall Rating Category

1. Significantly Exceeds Standards -Performance significantly and consistently exceeds target
2. Often Exceeds Standards - Performance very often significantly exceeds target levels.
3. Meets Standards -Performance is at target levels
4. Poor or Below Standards -Performance does not meet objectives/expectations and is below target level. If safety infractions, misconduct or excessive incidental absenteeism rating will be POOR.

EMPLOYEE DEVELOPMENT NEEDS & ACTION PLAN TO BE IMPLEMENTED (add a page if necessary):

EMPLOYEE INPUT TO SUPERVISOR

As my Coach, you can help me become the best I can be by considering the following:

CAREER PLANNING

The Manager/Supervisor identifies growth opportunities that are compatible with the employee's aptitudes and career aspirations. Identify specific positions which are of interest to the Employee and which you endorse for possible future consideration. Describe formal & on-the-job training recommended to help the Employee reach his/her goal.

My Signature below represents my continued commitment to adhere to the Enersource Corporation Code of Conduct.

Employee's Signature _____ Date _____ Supervisor's Signature: _____

Manager's Signature _____ Date _____ Divisional VP _____

Human Resources VP _____ Date _____

2008 GOALS & OBJECTIVES For performance cycle March 1, 2008 – February 28, 2009

DESCRIBE GOALS & OBJECTIVES FOR NEXT REVIEW INCLUDING HOW THESE ARE TO BE MEASURED AND THE TARGET DATE FOR COMPLETION. THESE MAY INCLUDE BOTH METRIC GOALS AND/OR COMPETENCY DEVELOPMENT GOALS.

	GOALS & OBJECTIVES		MEASUREMENT CRITERIA
1			
2			
3			

Employee's Signature

Date



“TO BE THE LEADING ENERGY SERVICES COMPANY, DRIVEN TO EXCEED OUR CUSTOMERS’ AND SHAREHOLDERS’
EXPECTATIONS THROUGH INTEGRITY, INNOVATION, TEAMWORK AND EXCELLENCE IN EVERYTHING WE DO”

2007 PERFORMANCE EVALUATION

TECHNICAL & OFFICE EMPLOYEES
(Per Collective Agreement "Schedule B" Employees)

EMPLOYEE: _____

DEPARTMENT: _____

POSITION: _____

YEARS IN POSITION: _____

PERIOD OF REVIEW: _____

Supervisory Instructions:

All criteria is intended to be applied with the Company vision and values actively in mind and together with previously set objectives.

Use an extra page to elaborate on any rating categories requiring improvement stating what action is required on the part of the Employee or others to help close the performance gap.

<u>2007 OBJECTIVES</u>	<u>RESULTS</u>	<u>EVIDENCE</u>

ACHIEVEMENT & INNOVATION COMPETENCY

<u>Question #</u>	<u>TARGET</u>	<u>RATING</u>	<u>EVIDENCE OF WORK SPECIFIC COMPETENCIES</u>
1	Work results, projects, reports, presentations are constantly of high quality, accurate, and timely		
2	Expected Amount of Productivity		
3	Possesses and applies necessary technical knowledge.		
4	Grasps and applies new concepts. Adapts willingly and effectively to change.		
5	Makes effective decisions on a timely basis. Decisions are based on a thorough analysis of problems and in consideration of alternative approaches.		
6	Maintains an accurate sense of priorities through effective planning and organizing of work.		
7	Displays good initiative by identifying what needs to be done without being prompted.		
8	Advances and helps to develop creative and practical ideas and solutions.		

COMMUNICATION COMPETENCY

<u>Question #</u>	<u>TARGET</u>	<u>RATING</u>	<u>EVIDENCE OF WORK SPECIFIC COMPETENCIES</u>
1	Clear, concise and understandable verbal skills		
2	Interacts effectively as part of a team. Contributes constructively to group discussions and debate.		
3	Attentive listening skills and understanding of others' points of view		
4	Written communication, reports, presentations, are of high quality in composition, content and design.		
5	Proactively identifies issues and offers suggestions and/or solutions		

RELATIONSHIP SKILLS COMPETENCY

<u>Question #</u>	<u>TARGET</u>	<u>RATING</u>	<u>EVIDENCE OF WORK SPECIFIC COMPETENCIES</u>
1	Responds maturely, positively and promptly to suggestions, directions or constructive input from Supervisor		
2	Demonstrates personal accountability, professional conduct and avoids blaming others		
3	Has a reputation as being a "team player". Willingly assists others as needed.		
4	Possesses good interpersonal skills evidenced by effective working relationships with a wide variety of people.		
5	Motivates the work team by leading through example, setting high performance and safety standards, addressing conflict and building a sense of team.		

CUSTOMER FOCUS COMPETENCY

<u>Question #</u>	<u>TARGET</u>	<u>RATING</u>	<u>EVIDENCE OF WORK SPECIFIC COMPETENCIES</u>
1	Demonstrates extraordinary customer service by being sensitive to the needs, concerns and problems of internal/external customers and responds effectively in a timely and caring manner.		
2	Focuses efforts on discovering and meeting customer or client needs while balancing against the organization's business priorities.		
3	Flexible and willing to go out of their way to solve the customer's problem.		
4	Offers good recovery. Leaves the customer feeling good.		
5	Develops and maintains positive working relationship across all departments/functions within the organization.		

HEALTH & SAFETY COMPETENCY (Note: for Question 1 & 2 Exceeds Target is N/A)

Question #	TARGET	RATING	EVIDENCE OF WORK SPECIFIC COMPETENCIES
1	Adheres to all safety policies, practices and procedures (including but not limited to the safe operation of all equipment and vehicles, maintaining a valid driver's license, wearing PPE at all times and demonstrating concern for the public).		
2	Reports potential health, safety & environmental hazards.		
3	Willing participation in corporately sponsored training programs.		

CONDUCT COMPETENCY

Question #	TARGET	RATING	EVIDENCE OF WORK SPECIFIC COMPETENCIES
1	Reliable in any situation to exercise maturity, good judgment and professionalism.		
2	Adheres to Company policies in terms of personal phone use, E-mail/Internet business use, prompt arrival, unauthorized departures, flex-time privileges, etc.		
3	Self-directed; requires minimum supervision		
4	Displays pride, enthusiasm and interest in the job		
5	Performs effectively in crisis situations, maintaining clarity of thought, communication and action.		

ATTENDANCE OVER THE PAST 12 MONTH PERIOD

Number of occurrences (exclude medically supported absences >6 days) _____
Number of days absent (exclude medically supported absences >6 days) _____
Any medically supported absences > 6 days _____

Department Average # of Occurrences (excluding med.) _____
Department Average # of Days (excluding med.) _____

Explain any medically supported absence exceeding 6 days when excluding the absence from rating (ex. Surgery or other significant medical issues that are distinct in nature from incidental absenteeism):

Comments or plan for improvement:

Describe how the Employee has contributed towards the Corporate Performance Measures of Reliability, Safety, Customer Service Cost Control & Innovation:

SUMMARY OF EVALUATION

IF THE RATING IS BELOW MEETS STANDARDS, THE NEXT PERFORMANCE REVIEW MUST BE CONDUCTED WITHIN 2 MONTHS.

Has there been issues of safety infractions or misconduct?

Explain:

RATING:

Definition of Overall Rating Category

1. Significantly Exceeds Standards -Performance significantly and consistently exceeds target
2. Often Exceeds Standards - Performance very often significantly exceeds target levels.
3. Meets Standards -Performance is at target levels
4. Poor or Below Standards -Performance does not meet objectives/expectations and is below target level. If safety infractions, misconduct or excessive incidental absenteeism rating will be POOR.

EMPLOYEE DEVELOPMENT NEEDS & ACTION PLAN TO BE IMPLEMENTED (add a page if necessary):

IF RATING IS BELOW GOOD, NEXT PERFORMANCE REVIEW MUST BE CONDUCTED WITHIN A MINIMUM OF 2 MONTHS.

Date of Next Review:

My Signature below represents my continued commitment to adhere to the Enersource Corporation Code of Conduct.

Employee's Signature

Date

Supervisor's Signature

Date

Manager's Signature

Date

Divisional VP

Date

Human Resources VP

Date

EMPLOYEE INPUT TO SUPERVISOR

As my Coach, you can help me become the best I can be by considering the following:

START DOING:

STOP DOING:

CONTINUE DOING:

CAREER PLANNING

The Manager/Supervisor identifies growth opportunities that are compatible with the employee's aptitudes and career aspirations. Identify specific positions which are of interest to the Employee and which you endorse for possible future consideration. Describe formal and on-the-job training recommended to help the Employee reach his/her goal.

2008 GOALS & OBJECTIVES For performance cycle March 1, 2008 – February 28, 2009

DESCRIBE GOALS & OBJECTIVES FOR NEXT REVIEW INCLUDING HOW THESE ARE TO BE MEASURED AND THE TARGET DATE FOR COMPLETION. THESE MAY INCLUDE BOTH METRIC GOALS AND/OR COMPETENCY DEVELOPMENT GOALS.

	GOALS & OBJECTIVES		MEASUREMENT CRITERIA
1			
2			
3			

Employee's Signature

Date

Supervisor's Signature

Date

[illegible]