

1 **Q. Please provide copies of any guidelines or policies used in rewards and recognition**
2 **programs for NP's employees.**

3
4 A. Newfoundland Power has two formal reward/recognition programs for its employees, the
5 Service Award Program and the Safety Leadership Recognition Awards Program.
6 Following is a brief description of each program:

7
8 ***Service Award Program***

9 The Company's Service Award Program celebrates and recognizes employees for long
10 standing service. At annual celebrations held at various Company locations, employees
11 with service milestones of 5, 10, 15, 20, 25, 30, 35, and 40-plus years receive service
12 award pins in the presence of fellow employees and invited guests.

13
14 ***Safety Leadership Recognition Awards***

15 The Company's Safety Leadership Recognition Awards recognize employees' efforts and
16 activities that support the practice and achievement of safety excellence. The focus of
17 this program is on management leadership, compliance with internal and external safety
18 standards, compliance with industry practices and standards, legislative compliance, and
19 safe work practices and conditions. Employees receive awards for consistently achieving
20 outstanding results in accident prevention and for meeting targets related to accident
21 frequency and severity. Attachment A contains the Safety Leadership Recognition
22 Awards guidelines.

Safety Leadership Recognition Awards



Safety Leadership Recognition Awards

February 05, 2002

1.0 INTRODUCTION OF RATIONALE AND PRINCIPLES

The following recommendations are made for the modification to the safety leadership recognition system for Newfoundland Power. It's important to remember that safety recognition systems do not replace ongoing, accident prevention efforts or due diligence strategies. They simply compliment the success of these actions. The following key principles will be paramount for the successful implementation of Newfoundland Power's safety leadership recognition system:

1.1 Recognition will focus on a combination of Region , Area and Departmental team-based achievement opportunities which will be Corporate in scope.

1.2 Recognition will focus on those safety factors which Newfoundland Power management and employees can objectively influence, impact or control. The focus will be on select improvement targets or actions, and shall recognize results. When an achievement is reached, we should be able to identify the efforts or initiatives undertaken, and strategies implemented, which directly contributed to achieving the award. All employees shall have the opportunity to participate in improving many aspects of safety performance.

1.3 The objective shall be to recognize and reward those efforts and activities which are considered important for the Company to practice in order to achieve safety excellence. The focus shall be on management leadership, compliance to internal and external safety standards, industry practices and standards, legislative compliance, safe work practices and conditions, feedback and reinforcement.

1.4 Recognition options will be available an annual basis and will also be based on attainment of significant injury-free milestones based on hours worked for a given Department/Region or Area.

1.5 The focus of safety recognition will include injury reduction targets and accident prevention accomplishments.

2.0 GENERAL GUIDELINES

The following recommendations shall be referenced as general guidelines for the safety leadership recognition effort:

2.1. A Region, Department or Area shall not be eligible for the President's Award if it experiences a fatality or permanent total disability injury in the reporting year.

2.2. It is recommended that the Safety Section budget for gift items for the President's Award, and the Committee of the Year Award.

2.3. It is recommended that each Region or Department budget for the Safety Milestone and the Near Miss Awards and all promotional items which will be distributed as recognition items for day-to-day recognition efforts.

3.0 SAFETY LEADERSHIP RECOGNITION AWARDS

3.1

Safety Leadership Recognition Award - President's Award

This award will be presented annually to the Areas and or Departments that consistently meet outstanding results targets and activities tracked within the Safety FIRST System (SWMS). **A combination of outstanding effort in select accident prevention activities and outstanding frequency, severity and accident cost performance will determine the winner of this award.**

For the purpose of determining this award the Company will be separated into six groups that mirror the current split used for the OH&S Committees (i.e. Western 2 committees, Eastern 2 committees & Head Office 2 committees).

To be eligible for this award, each group shall be evaluated using the Safety FIRST (SWMS) System, the annual safety action plan for the group, and efforts undertaken in the year which contributed to outstanding safety performance, improved knowledge and skills of workers in select safety areas and minimized risk of select hazards. The submission shall also be endorsed by the joint Occupational Health & Safety Committee representing the group. The winner of this award will be decided by the President, in consultation with the Safety Section.

The Safety Section recommends that all employees in the winning group receive a high quality, casual style jacket with the safety achievement noted on the garment; however, we would also recommend that if the winning group feels they wish a different tangible award, the group should have the option of selecting an award which they feel would be more appropriate. These awards will be presented at a President's Breakfast, at which time the President will formally acknowledge the achievement, and make the presentation of the awards, including the President's Safety Leadership plaque for display in the Region/Department.

3.2

Safety Leadership Recognition Award - Committee of the Year

Recognizing the contribution that joint health and safety committees can play in an effective safety system, Newfoundland Power will recognize a Committee of the Year. To be eligible for the Committee of the Year Award, the committee must submit a report of its activities and accomplishments for the year, including an overview of the benefits of committee activities to safety performance in their respective Region, including their efforts during North American Occupational Health & Safety Week. The Committee of the Year Award will be determined by representatives from the Safety Section, Internal Audit and IBEW Local 1620. The winner of the Newfoundland Power Committee of the Year Award will have their award winning proposal submitted to the Workplace Health & Safety Compensation Commission for consideration for the Provincial Outstanding Health and Safety Committee Award, presented annually to the most pro-active workplace health and safety committee which identifies concerns, implements recommendations, and shows leadership.

3.3

Safety Leadership Recognition Award – Safety Milestone Award

While it is generally recognized that safety awards programs should not be based solely on statistical indicators, low frequency and severity rates *over significant periods* are an indication of excellence. For this reason a Safety Milestone Award is proposed and will be awarded to any single Area or Department that reaches the milestone level.

This award will be presented to any Area or Department that experiences an accomplishment level of 250,000 hours worked without a disabling injury. For the purpose of this award a disabling injury is an injury that disables the employee from performing the majority of duties of his or his/her regular job.

For promotional purposes it is recommended that each Department select incremental milestones (e.g. 50,000 hr intervals) to promote steps toward achieving the Safety Milestone Award. This can be done at safety meetings with a message from the Manager or VP and should be recognized by providing coffee & doughnuts or lunch. Attainment of the Safety Milestone 250,000 hr. Award will be recognized by a Safety Dinner (with guest) or Safety Social Evening with representatives from Executive and Corporate Safety in attendance to award a plaque in honor of the achievement.

Note: Due to their relative small size, some Head Office Departments will be combined for the purpose of eligibility for the Safety Milestone Award.

3.4

Safety Leadership Recognition Award – Inspection/Crew Visit Award

For those crews or individuals which achieve an outstanding compliance rating as part of their inspection or crew visit, the supervisor or other individual conducting the inspection shall recognize and promote outstanding safety compliance by distributing a small recognition token (small gift of nominal value) which has a standard, Newfoundland Power safety message imprinted on the gift. (gift ideas: baseball hats, pocket knives, flashlights, embroidered safety patch which can be sewn on coveralls, jackets, etc.). These recognition gifts shall be given out, on site, to each crew member, after a perfect inspection compliance rating. The objective is to offer immediate recognition and feedback for safe, risk reducing behaviors and exceptional workplace conditions.

An annual Inspection Award of Excellence Certificate shall be given to the work crew or individual in each Area/Dept which achieves a consistently high degree of excellence in the quality of their work practices, compliance and housekeeping.

3.5

Safety Recognition Leadership Award - Near-Miss Reporting Award

While the focus of Newfoundland Power's safety system is on accident prevention, the reality is that accidents and incidents still happen from time-to-time. Ideally, if we can investigate near-miss incidents and take the necessary corrective actions, costly accidents will be prevented.

In an effort to promote the reporting and investigation of near-miss incidents, the Safety Section will award a Near-Miss Reporting Award to the Operating Area or Department that promotes, reports and, where necessary, investigates the greatest number of near-misses.

As part of the assessment, the Safety Section will evaluate each near-miss investigation. Awards will be given based on the criteria of scope and thoroughness of problem solving and analysis, and quality of follow up and prevention initiatives recommended by the investigation team.

Upon receipt of the award, the respective Area or Department shall be recognized for their efforts by the Manager, with a recognition gift to mark the achievement, as well as broader recognition throughout the company.

4.0

Budget Considerations

The following is proposed with respect to budgetary considerations for the Safety Leadership Recognition System:

4.1 President's Award

This achievement shall be recognized by awarding either a high quality jacket, embroidered with Company logo, achievement and employee name (average maximum cost of \$150.00 per employee) or any other award which the Department or Region determines is more appropriate to their needs. It's recommended that the Safety Section undertake budgetary responsibility for this award. In addition, we would recommend the winning Region/Department budget for the President's breakfast for award presentation @ approximately \$10.00 per employee

We would also recommend the Corporate Communications give consideration to potential budget implications in anticipation of initiating a comprehensive internal and external public profile effort for the successful Region/Department, in order to maximize recognition given for this prestigious award, and to help profile Newfoundland Power's efforts in the area of occupational health & safety.

4.2 Committee of the Year

The Safety Section shall budget approximately \$100.00 per committee member, including an additional \$200.00 for a plaque which would be presented on an annual basis, and would have the names of the winning committee members affixed to the plaque.

4.3 Safety Milestone Award

Each Region/Department shall be responsible for the cost of all awards presented under this award category.

4.4 Workplace Inspection/ Crew Visit Award

We would recommend that each Region/Department budget a minimum of \$500.00 each year for the purchase of select mementos, complete with Company logo and a brief safety message which individual supervisors can distribute at their discretion for crews or individuals which achieve an excellent compliance rating as part of planned, scheduled inspections, random inspections or crew visits.

4.5 Near-Miss Reporting Award

It is recommended that each Department/Area budget for a \$25 gift certificate to be presented to each employee within the Department/Area.

5.0

COMMUNICATION STRATEGY AND INTRODUCTION OF SAFETY LEADERSHIP RECOGNITION SYSTEM

5.1 It is recommended that each Regional Manager and/or Superintendent/Director introduce the revised Safety Leadership Recognition Award system, including its rationale, and the local efforts which will be identified or required in order for the respective groups to become eligible to receive the various awards. We would suggest this can be accomplished through regularly scheduled safety meetings, and can start immediately. The Safety Section will develop an overhead presentation and forward to all supervisors for use during their meetings.

APPENDIX “A”

OPTIONAL EXTERNAL SAFETY LEADERSHIP AWARDS

In addition to the safety leadership awards noted above, the WHSCC sponsors a number of safety awards as part of their Safety Leadership Recognition Award Program. Should the Company deem them worthy for consideration, the following awards are available to Newfoundland companies which can demonstrate outstanding safety performance for select individual or corporate achievements:

Minister’s Award of Excellence: Awarded to a company that has demonstrated over time an improved safety record, enhanced product quality, improved training courses and overall company success.

Award of Merit: Awarded to an employee who, through alert and correct action, has saved a person’s life or prevented serious workplace injury.

Volunteer Appreciation Award: Awarded to an individual who volunteered his or her time to provide health and safety training to promote an accident free work environment.

Innovative Safety Solution Award: Awarded to individuals or companies that develop innovative solutions for equipment and/or procedures that eliminate safety hazards.

Health & Safety Program Award: Awarded to a company whose leadership and commitment has resulted in the implementation of an outstanding health and safety program.

Should the Company wish to apply for any of these awards, applications shall be initiated through the Safety Section.