

From: [Clermont, Sylvain](#)
To: [Strategic Plan Comments](#)
Subject: Hydro-Quebec TransÉnergie's comments on the Proposed Strategic Plan 2013-2016
Date: Wednesday, March 13, 2013 3:22:03 PM
Attachments: [HQT Comments - Proposed ERO Strategic Plan 2013-2016.pdf](#)

Please find attached, HQT's comments on the Proposed Strategic Plan 2013-2016.



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Draft ERO Enterprise Strategic Plan 2013-2016

Comments of Hydro-Quebec TransÉnergie

March 13, 2013

Hydro-Québec TransÉnergie ("HQT") welcomes this opportunity to offer comments on the Draft ERO Enterprise Strategic Plan 2013-2016 ("Strategic Plan").

The filing of a detailed strategic plan in order to provide more transparency in the setting of the ERO's goals is a good initiative.

HQT believes this Strategic Plan should become a reference document and it should be used as a roadmap. It would serve as a reference to make sure the ERO keep focus on its main priorities.

Mission and vision

The Mission and the Vision give a clear understanding of the main purposes of the ERO's strategic plan. These purposes are appropriate and relevant: 1) *Implementing relevant standards*, 2) *Promoting effective collaboration, cooperation and communication around important risks to reliability*, and 3) *Utilizing expertise from the industry to produce outcomes that improve reliability*.

Guiding Principles

HQT would like to comment on The Core values and Principles. We are not clear what goal they really achieve. They seem too broad and they do not seem to contribute anything new. We believe their number should be reduced and they should be more focused. Maybe they should be part of the guiding principles listed in the following section called Four Pillars of Success. Besides, it would be more accurate to name this section *Guiding Principles*. Moreover, the items of this section should be formulated without any keywords since the ones listed (*Reliability, Assurance, Learning and Risk-based Approach*) add confusion. ERO's integrity including impartiality, independence and fairness should be added as a guiding principle.

Strategic Goals

We believe that the Strategic Goals 2013-2016 should be related to the three main purposes mentioned in the Vision, the same way the Vision is related to the Mission. The seven strategic areas should be reflected in the strategic goals in relation with the vision.

There are also too many subdivisions to describe the aimed goals: a strategic area includes one or more goals, one goal includes one or more outcomes and one outcome includes more than one key deliverable including activities as deliverables. It would be more readable and more comprehensible to have fewer subdivisions for each goal. One subdivision for the key activities and another one for the key deliverables would be enough.

It is also suggested to review the goals considering these rules:

- select goals that can be measured in order to state whether they have been reached or not;
- choose key activities that show the added value of the ERO and omit activities that are implicit (for example, test development which is part of the ERO application, platform and database deployment)
- identify the key deliverable resulting from the activities listed

The ERO's staff matter should be addressed as an issue rather than a goal as how to hire, to train and to retain the employees should not be part of a strategic plan.

Most our comments are aimed at improving clarity and making sure the document captures the most important elements so it can become a reference document all over the period it covers.

We greatly appreciate the opportunity offered to comment on the Strategic Plan. Should you want to discuss any of our comments further, we remain available.

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