



Instruction Manual for New O&M Variance Dashboard

GUIDELINES FOR VARIANCE EXPLANATIONS

Details of Required Analysis

Monthly variance explanations will be required as per the month end schedule to be circulated by Budgeting & Regulatory Affairs via email notification to all managers. Detailed explanations will be required with the materiality limits at the cost category level (i.e. salaries & wages, fuel, supplies & services, consultants & contractors, travel, etc.) for all variances of +/- \$20,000 based on actual vs. forecast year-to-date.

A firm date for receipt of any variance analysis required will be communicated. The CFO has requested a KPI be created for each division/manager measuring the timeliness of these submissions.

Explanations should include the main reasons for the increase or decrease and be clearly identified as a permanent change or a timing issue. If the variance is permanent, additional resources should be identified from within the divisional budget. If this isn't possible, the need for additional resources must be elevated to the CFO. Managers should look first internally to cover any shortfalls due to over expenditures. Managers are only responsible for reporting and analysis on controllable items.

For spending that will not take place in the current fiscal year, managers will need to provide a projection of year end spending that will be included in the corporate forecast. Salary variance explanations should include headcount changes as well as wage increases.

Utility revenue variance explanations will be completed by the Finance Managers with the exception of Heat Revenue which will continue to be completed by Aadrii.

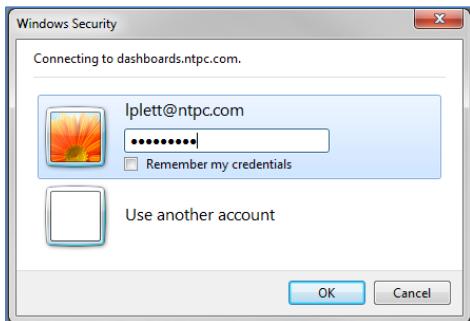
The format for the variance analysis will be consistent across divisions in terms of when and what is required and where it is documented. If any assistance is required to conduct proper variance analysis, managers are encouraged to contact their Divisional Finance Managers or any resource in Budgeting and Regulatory Affairs.

Other Variance Reporting Notes

- The Corporation has a 6% vacancy rate which is an offset to salary expense and is budgeted within each responsibility centre.
- IT expense such as software and satellite allocations are managed by IT and the CFO. IT will provide variance explanations for these expenses at a corporate level.
- Fuel and Amortization expense are managed by Head Office Finance, although managers that are responsible for plants will need to provide an explanation for fuel efficiency variances.
- Interest and insurance are also managed Head Office Finance.
- Surpluses in the following areas may not be moved or allocated to other cost categories without discussing with the CFO:
 - Salaries & Wages
 - Interest & Insurance
 - Fuel & Amortization

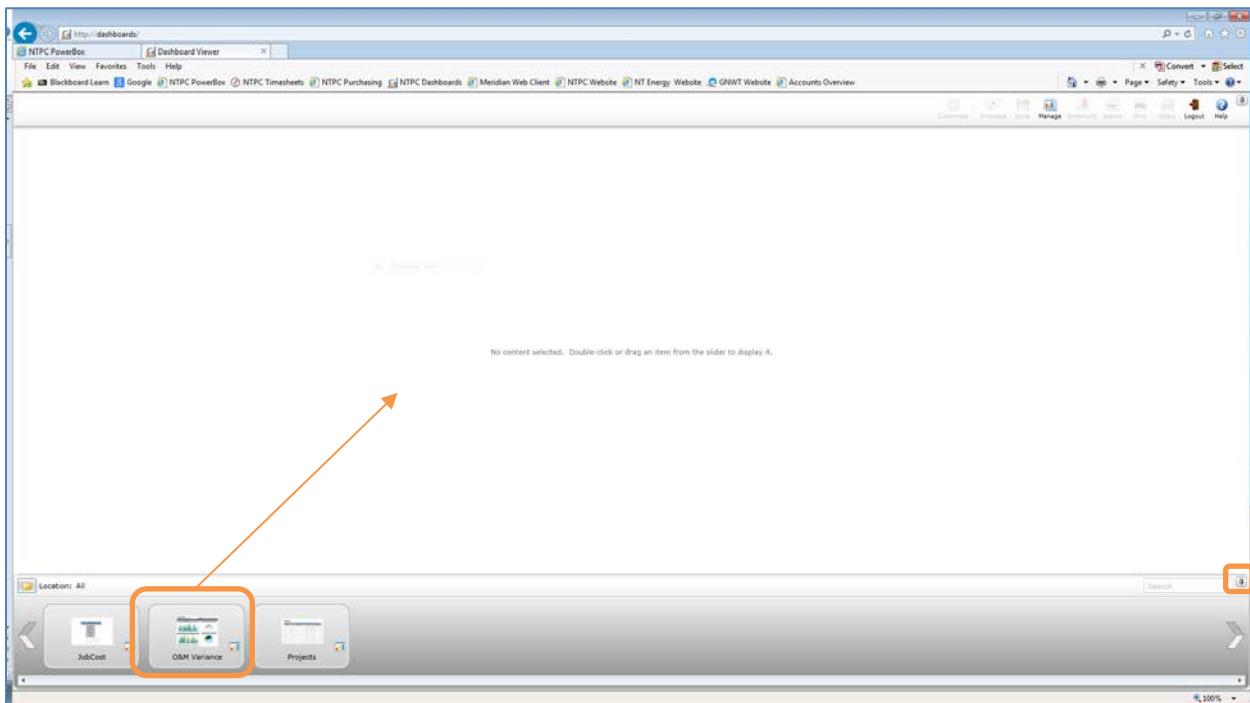
Open <http://dashboards.ntpc.com>.

Enter your windows username and password and click OK.



Dashboards available to you are listed along the bottom in the navigation pane.

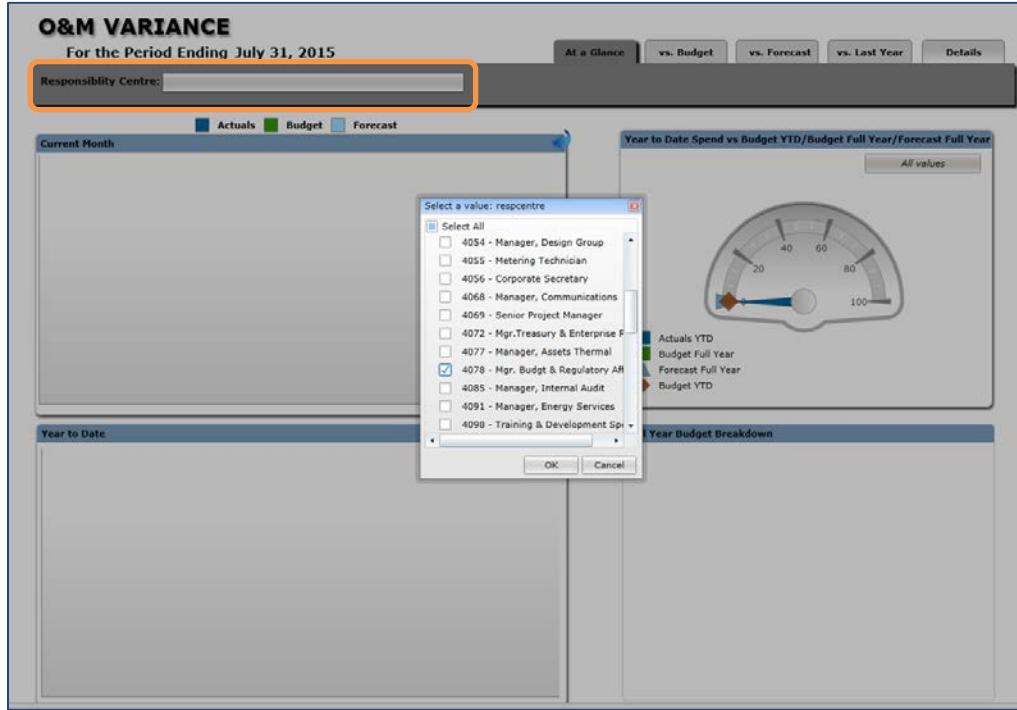
Double click or drag and drop the **O&M Variance** dashboard into the empty space above.



Click the push pin icon  in the bottom right hand corner to minimize the navigation bar and give yourself more display area.

When you first load the dashboard it will be blank. You have to select your responsibility centre (RC).

Click the RC lookup. If you have the rights to view multiple RCs, you can select more than one from the list. Click OK.



The **At a Glance** tab will now populate with information for the selected RCs.



1. **Current Month** – displays actuals vs budget vs forecast by expense category for the current month. Click on the graph to drill down on each expense category to the cost category level. Click the blue arrow to return to the expense category level.
2. **Year to Date** – displays actuals vs budget vs forecast by expense category year to date. Click on the graph to drill down on each expense category to the cost category level. Click the blue arrow to return to the expense category level.
3. **Year to Date Spend vs Budget YTD/Budget Full Year/Forecast Full Year** – displays actual year to date spend (blue arrow) vs budget YTD (orange diamond) vs budget full year (green filled area on dial) vs forecast full year (light blue triangle). Select a specific expense category from the selector.
4. **Full Year Budget Breakdown** – displays the breakdown of the budget by expense category.

Besides the **At a Glance** tab, there are four others: vs. Budget, vs. Forecast, vs. Last Year and Details.

O&M VARIANCE
For the Period Ending July 31, 2015

At a Glance vs. Budget vs. Forecast vs. Last Year Details

Responsibility Centre: 4078 - Mgr. Budget & Regulatory Affairs

The vs. Budget, vs. Forecast and vs. Last Year tabs allow you to see where the selected RC stands in terms of current month and year to date actuals vs. budget, forecast and previous year respectively.

These tabs all have sub-tabs: Current Month, Year to Date, Amortization, Date Select.

O&M VARIANCE
For the Period Ending July 31, 2015

At a Glance vs. Budget vs. Forecast vs. Last Year Details

Responsibility Centre: 4078 - Mgr. Budget & Regulatory Affairs

Current Month Year to Date Amortization Date Select

Expense	Cost Category	Actuals	Budget	Var	% Var
Salaries & Wages					
a) Payroll Regular		46	67	21	31 %
b) Payroll Overtime		36	51	15	30 %
b) Payroll Loading - Fringe Benefits		-	3	3	107 %
b) Training Discretionary - Payroll Regular		9	17	8	48 %
b) Training Discretionary - Payroll Overtime		2	-	(2)	-
b) Overhead Salaries		-	(3)	(3)	100 %
Administration					
b) Office Supplies		1	2	1	50 %
b) Utilities		-	-	-	100 %
b) Employee Recognition		-	-	-	-83 %
b) Professional Development Association Dues		-	-	-	100 %
b) Professional Development Fees - Mandatory Training		1	-	(1)	-
b) Professional Development Fees - Discretionary Training		-	1	1	100 %
Contractors, Consultants & Maintenance					
b) Consultant & Contractor Services		1	3	1	45 %
Travel, Accommodation & Meals					
b) Travel		3	3	-	2 %
b) Travel - Discretionary Training		-	1	1	65 %
b) Accommodation (Including Incidental)		2	1	(1)	-121 %
b) Accommodation - Discretionary Training		-	-	-	100 %
b) Meals & Entertainment		-	-	-	-87 %
b) Meals & Entertainment - Discretionary Training		-	-	-	100 %
Amortization of Deferred Charges					
a) Amortization of Deferred Charges - Actuals		-	59	59	100 %
Total		51	133	82	62 %

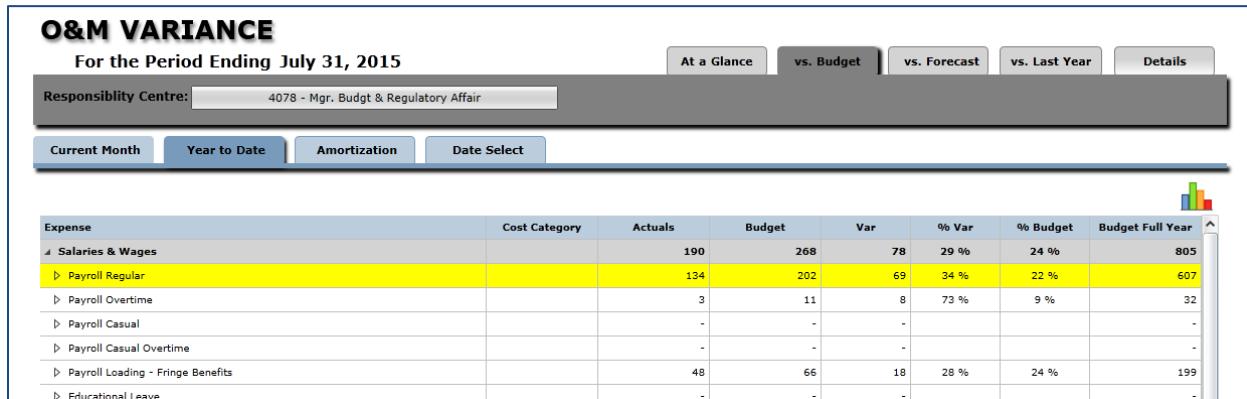
Each table is grouped by expense category, then by cost category and then by RC. This allows those with multiple RCs selected to view totals at each category level.

▲ Supplies		41	59	18	31 %
▲ Materials		33	51	18	35 %
4333 - Mgr. Gen Support Beaufort/Delt	5301	9	17	8	47 %
4315 - Maintenance Services Manager	5301	24	34	10	30 %

Click on the graph icon  to view the table in graphical format. Click anywhere in the graph to drill down from the expense category level to the cost category level. Click the blue arrow to return to the expense category level.



All variances +/- \$20,000 are highlighted in yellow.

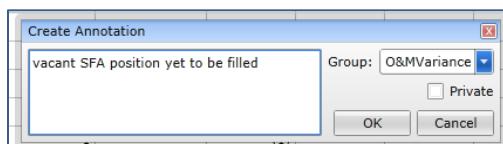


All variances highlighted in yellow on the **vs. Forecast Year to Date** tab require explanation. Comments are entered using the 'annotation' feature.

Expense	Cost Category	Actuals	Forecast	Var	% Var	% Forecast	Forecast Full Year
Salaries & Wages		190	268	78	29 %	24 %	805
Payroll Regular		134	202	69	34 %	22 %	607
4078 - Mgr. Budget & Regulatory Affair	5001	134	202	69	34 %	22 %	607

Annotations are entered at the RC level. Click the expanding arrow beside the expense category (e.g. Salaries & Wages) and the cost category (e.g. Payroll Regular) to display the RC level. Right click on the cell you wish to annotate and select **Annotate** from the drop down box.

Type in your comments and click OK. If you have access to more than 1 annotation group, be sure to select O&M Variance from the Group drop down box.



When an annotation is added, a red flag will appear in the corner of the annotated cell. The annotation will also appear in the Annotations window. You can view an annotation in the annotations window or by hovering over the red flag in the table.

Expense	Cost Category	Actuals	Forecast	Var	% Var	% Forecast	Forecast Full Year
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4078 - Mgr. Budget & Regulatory Affair	5001	134	202	69	34 %	22 %	607

In the Annotations window, hover over the top right corner of an annotation to display the drop down where you can collapse the details, delete the annotation or reply to the annotation thread.



This process must be completed for all variances highlighted in yellow and for any other variance below the +/- \$20k threshold that you may deem necessary.

With the RC row displayed in the table, you can click anywhere in the row to drill down to the **Details** tab. This will allow you to view all the transactions that make up the actual amounts in the tables.

You can also click on the **Details** tab at any time without drilling down to view transaction details.

O&M VARIANCE											
For the Period Ending July 31, 2015											
Responsibility Centre:				Project:				Details			
Posting Date:				Expense				All values			
Beginning of Current Ft: 15 End of previous month 15				Expense				Cost Category (All)			
Project	Project Name	Cost Category	Document Date	Document Number	Employee	Vendor	Item	PO	Quantity	Unit Cost	Total Cost
35081370000100	Budgeting & Regulatory Affairs	5005 - Payroll Loading - Fringe Benefits	7/19/2015	ML142667					1.00	992.94	992.94
35081370000100	Budgeting & Regulatory Affairs	5005 - Payroll Loading - Fringe Benefits	7/19/2015	ML142652					1.00	463.90	463.90
35081370000100	Budgeting & Regulatory Affairs	5005 - Payroll Loading - Fringe Benefits	7/19/2015	ML142479					1.00	1,073.72	1,073.72
35081370000100	Budgeting & Regulatory Affairs	5005 - Payroll Loading - Fringe Benefits	7/19/2015	ML142635					1.00	164.46	164.46

When you drill down, it will display the details for the expense category, time period and RC selected. There are several parameters available to help filter the data: RC, posting date, project and expense category/cost category.

There is a lot of detail for each transaction listed in the details table. Because of this, several columns have been hidden including: paycode, posting date, batch, billing note, header comment, U of M, and vendor invoice number. If you require this information, right click on the column header and select Hidden Columns from the drop down. Select the column you wish to view. It will be added to the table.

Document Number	Employee	Vendor	Item	PO
2015 RCT978	Shown Columns			
	Hidden Columns			
	Column Aggregators			
2015 ML1424	Export...			
	Print...			

Show O&M Expense
 Show Posting Date
 Show Batch
 Show Billing Note

O&M Variance Contact List

<u>Resource</u>	<u>Contact Information</u>	<u>Area of Support</u>
Help Desk	<ul style="list-style-type: none">• HelpDesk@ntpc.com	<ul style="list-style-type: none">• All system, variance dashboard and connectivity issues
Femi Eniola	<ul style="list-style-type: none">• feniola@ntpc.com• (867) 874-5257	<ul style="list-style-type: none">• Support resource for O&M variance dashboard
Mark Pierce	<ul style="list-style-type: none">• mpierce@ntpc.com• (867) 874-5243	<ul style="list-style-type: none">• Support resource for O&M variance dashboard
Terence Courtoreille	<ul style="list-style-type: none">• tcourtoreille@ntpc.com• (867) 874-5325	<ul style="list-style-type: none">• Support resource for O&M variance dashboard