

Performance Evaluation Criteria for 2021

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PERFORMANCE OBJECTIVES	SUCCESS CRITERIA	WEIGHTING
TEAM	<ul style="list-style-type: none"> • Continuous leadership development (Scorecard section 4.1) • Staff development / Succession planning (Scorecard Section 4.1) 	10
FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> • Operate within fiscal parameters of multi-year “refurbishment plan” • Focus on revenue and membership growth (4.2.1 & 4.2.2) 	10
STRATEGIC GOALS	<ul style="list-style-type: none"> • Achieve 2021 targets as outlined in the CNA Scorecard with special focus on: <ul style="list-style-type: none"> ○ Positioning nuclear as climate change solution¹ (3.1 & 3.22) ○ Establishing greater coordination and cohesiveness within industry (4.4) ○ Coordinating industry communications around waste issue (3.1) ○ Communicating encompassing and compelling nuclear narrative² (4.4) ○ Advocating for govt. funding for new nuclear domestically and abroad³ and promote requirements for Canadian content (2.2 & 3.2.3) • Advocacy, education and industry leadership in key foundational and strategic areas, including: <ul style="list-style-type: none"> ○ SMRs (2.2) ○ Nuclear materials / bi-products ○ Isotopes (3.1) ○ Engagement & Diversity⁴ (3.3 & 4.3.1) 	75
OTHER	<ul style="list-style-type: none"> • Manage risks to business operations and employees in relation to COVID-19 • Enhance Board Communications 	5

¹ Including Engineering Net-Zero Discussion

² Including past, present and future contributions of nuclear; innovation; isotopes; and synergies with other industries

³ Including CANDU

⁴ Including Youth, Indigenous and Gender Diversity

SCORECARD SUMMARY

Priorities

Outcomes

1. Nurture and protect existing refurb

1.1 Supportive and resilient public, stakeholders and policymakers

2. Foster opportunities for new builds in Canada

2.1 Coordinated industry execution on the development and deployment of Small Modular Reactors

2.2 Interprovincial / federal / continental interest and collaboration around SMRs

3. Promote Canadian nuclear industry's interests nationally and internationally

3.1 Increased demand and support for nuclear broadly

3.2 Ongoing commitments to international collaboration on the development of nuclear, including policy and the opening of new global markets

3.3 New and influential champions and partners for the industry

4. Equip CNA to achieve priorities

4.1 Internal capacity and capability to support objectives in CNA's core competency areas

4.2 Refreshed and formalized membership structure and CNA value proposition

4.3. Matured organizational governance

4.4. Streamlined industry voice through greater cooperation / collaboration between industry associations

1. Nurture and protect existing refurb

Outcomes	Measure	18m targets (July 2020–December 2021)
1.1 Supportive and resilient public, stakeholders and policymakers	1. Polling / perception audit (local and national)	1. Achieve baseline from existing polling data of recent years by CNA and industry. Perform a level of common public opinion polling on behalf of industry in cooperation with select provincial utilities (i.e. SK, ON, NB). <i>(CNA role: Influence)</i>
	2. Tone / content of press coverage	2. Benchmark period. Metrics to be established. <i>(CNA role: Influence)</i>
	3. Tone / commentary of municipal / provincial / federal politicians / key business groups	3. Demonstrations of support from host communities through ONA and collaborations with OCNI. Continued articulation of support by Federal and Ontario governments and other key stakeholders, including business groups and indigenous organizations. <i>(CNA role: Influence)</i>

2. Foster opportunities for new builds in Canada

Outcomes	Measures	18m targets (July 2020-December 2021)
2.1 Coordinated industry execution on the development and deployment of Small Modular Reactors	1. Status of development and deployment	1. Signals of progress such as NRCan action plan published and supported by all key parties by end of 2020, SMR secretariat established (including PM hire), development and deployment schedule not hindered by elements under CNA's purview. <i>(CNA role: Support)</i>
	2. Sentiment of Secretariat and SMR CEO forum	2. Direct feedback on satisfaction with CNA performance and extension of funding beyond 2021. <i>(CNA role: Lead)</i>
	3. Partnerships formed in new target markets	3. Advancement of dialogue and education with key industries of oil & gas, mining and first nations. <i>(CNA role: Influence)</i>
2.2 Interprovincial / federal / continental interest and collaboration around SMRs	1. Tone / commentary of policy makers from all levels of government and other stakeholders	1. Achieve AB signing onto MOU. Strong signal in 2020 or 2021 Federal budget and provincial budgets of support for SMRs. Demonstration of raised dialogue in additional provinces of AB, SK and NB and with Indigenous groups. <i>(CNA role: Influence)</i>
	2. Status of policy / regulatory framework for SMRs	2. Signals of progress by CNSC on creation of streamlined regulatory and licencing framework for SMRs. <i>(CNA role: Support)</i> . Progress on NA framework for SMRs through the NEI / CNA Taskforce. <i>(CNA role: Lead)</i> .

3. Promote Canadian nuclear industry's interests nationally and internationally

Outcomes	Measures	18m targets (July 2020-December 2021)
3.1. Increased demand and support for nuclear broadly	1. Clarified articulation of nuclear and its role in policy docs, investment projects, etc. at federal / provincial level and amongst key international organizations.	1. Definitive articulation of nuclear as “clean” or “non-emitting” by Canadian government to enable funding from institutions, such as the Canada Infrastructure Bank. Evidence of progress from international collaboration with NEI and NIA on informing World Bank definition and by other relevant bodies. Indications of progress on communicating the benefits of clean energy / electrification and nuclear's role in a clean future. <i>(CNA role: Influence)</i>
3.2 Ongoing commitments to international collaboration on the development of nuclear, including policy and the opening of new global markets	1. Agreements with like-minded nations 2. Attendance at domestic and invitations to participate / lead in global dialogues. 3. New business leads for Canadian members 4. International narrative around nuclear in Canada	1. Enter MOUs with additional national nuclear associations from ally countries such as France and Japan. Demonstrate progress on specific initiatives under existing MOUs with NEI and NIA. <i>(CNA role: Lead)</i> 2. Demonstrate Canadian leadership and profile in relevant forums such as WNE, CEM, COP, IAEA, Globe and Global Nexus. Host global summit for the promotion of nuclear as clean energy. <i>(CNA role: Lead)</i> 3. Experiment with an international marketing alliance with OCNI and members focused on CANDU reactor and other sale(s) to Romania and Canada's decommissioning and waste management (DWM) knowledge and capabilities. <i>(CNA role: Influence)</i> 4. Benchmark year - messages demonstrating Canada's leadership in nuclear in international publications and at conferences. <i>(CNA role: Influence)</i>
3.3 New and influential champions and partners for the industry	1. Number of speaking engagements / contributed articles / interviews in new target verticals 2. Tone / content in new and trusted voices / channels 3. Attendance at our events from non-traditional players 4. Reception in new audience circles (renewables, ENGOS).	1. Benchmark year – metrics to be tracked <i>(CNA role: Influence)</i> 2. Message penetration through two “influencers” and establish benchmarks for social / media reach <i>(CNA role: Lead)</i> 3. Measured against conference 2020 baseline. New audiences to be targeted include renewables, moderate environmental groups, indigenous and target SMR market participants from oil, gas and mining sectors. <i>(CNA role: Influence)</i> 4. Explicit or tacit acceptance from interest groups, such as collaboration with renewables associations on Canadian clean electrification papers and positive reception to sponsoring targeted events, such as Pembina, Broadbent Institute. <i>(CNA</i>

4. Equip CNA to achieve priorities

Outcomes	Measures	18m targets (July 2020-December 2021)
4.1 Internal capacity and capability to support objectives in CNA's core competency areas	<ol style="list-style-type: none"> 1. Status of workforce planning 2. Effectiveness of recruitment strategy 3. Status of learning / development plan 	<ol style="list-style-type: none"> 1. Complete by December 31, 2020 2. Qualified candidates applying and secured as per recruitment schedule, and onboarding program prepared. 3. Each staff member has 18-month learning / development plan with objectives and metrics.
4.2 Refreshed and formalized membership structure and CNA value proposition	<ol style="list-style-type: none"> 1. Member retention 2. Member recruitment 	<ol style="list-style-type: none"> 1. Complete assessment of member classes and value proposition and refine / establish new programs as appropriate to enhance member engagement. Achieve member retention target of 98% year over year. 2. Assess and define potential new segments and establish member programming to target these audiences.
4.3. Matured organizational governance	<ol style="list-style-type: none"> 1. Status of existing board policies and practices review 2. Tone / feedback of board evaluation 3. Status of board size and structure review 	<ol style="list-style-type: none"> 1. Review complete and changes approved by board by December 31, 2020 2. 2020 Benchmark year – metrics to be tracked 3. Recommendations report to the board in Q3 2021. Governance documents amended and changes approved by the board by December 31, 2021.
4.4. Streamlined industry voice through greater cooperation / collaboration between industry associations and with members	<ol style="list-style-type: none"> 1. Shared projects / initiatives / outputs 2. Messaging across industry 	<ol style="list-style-type: none"> 1. Demonstrate sustained commitment to formalized joint-activities (e.g. SMR Secretariat, joint-presence at events, reactivating N8) 2. Joint press releases and other communications; opportunities to speak at reciprocal conferences and events. Clarified and formalized member committee meetings and reporting such as PAAC and RAAC to foster alignment and collaboration.

