

## **INTERROGATORIES OF THE CANADIAN UNION OF PUBLIC EMPLOYEES, LOCAL ONE**

1 **INTERROGATORY 1:**

2 **Reference(s): C2-T2-S5**

3 **D1-T7**

4 **D1-T8**

5 **D1-T9**

6

7 Toronto Hydro acknowledges its aging distribution system states that it has undertaken  
8 “substantial modernization” of the existing infrastructure. THESL further acknowledges  
9 that a multi-faceted approach is required in order to bridge the gap in labour and other  
10 resource inputs necessary for renewal of the distribution system. Pending completion of  
11 the refurbishment project, the state of THESL’s existing infrastructure contributes to risks  
12 in working conditions that are of significant concern to the bargaining unit. In light of  
13 this concern, and with specific reference to working conditions at the Utility, please  
14 advise as to whether the Capital Expenditures noted, including the specific Operational  
15 and Emerging Requirements categories, are appropriate to address the aging condition of  
16 the plant?

17

18 **RESPONSE:**

19 The capital program together with the operating programs are considered an appropriate  
20 mix and level of investment needed to address the aging condition of the plant in the test  
21 year. Each year a re-assessment is completed to determine an appropriate mix of  
22 programs, both capital and operating, necessary to meet the forecast requirement  
23 including working conditions and risks to employee health and safety, at that time.

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1 **INTERROGATORY 2:**

2 **Reference(s):** C2-T2

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4 How does Toronto Hydro intend to address the problem of retention of trades persons and  
5 other technically skilled workers? Given the importance of this factor in respect of the  
6 safe, effective, and efficient operation of the Utility, please provide a more detailed  
7 description of any human resources plan in this regard and provide an outline of the  
8 projected allocation of resources in this regard, having reference to the particular goals  
9 outlined in the THESL Workforce Strategy. Is the projected allocation of resources in  
10 this regard adequate to address this aspect of the human resource crisis referenced in the  
11 Application materials?

12

13 **RESPONSE:**

14 THESL has not experienced a retention problem with respect to trades and technically  
15 skilled workers. The primary driver for departures is the demographic profile of  
16 THESL's workforce and their eligibility to retire in large numbers in the coming years.  
17 To address this gap, THESL has proactively engaged in workforce planning. Efforts are  
18 focused on preparing for the eventual departure of its experienced workers by ensuring  
19 new workers are hired with sufficient lead time to complete training plans or  
20 apprenticeships and to transfer knowledge from THESL's seasoned workers. These new  
21 workers will be hired at a pace that ensures they are integrated safely into the workplace  
22 and that the inevitable temporary decline in productivity during training can be managed  
23 without impacting the distribution system renewal plan.

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1 **INTERROGATORY 3:**

2 **Reference(s):** C2-T2

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4 Given challenges with retention and attrition of competent skilled trades and technical  
5 workers referenced in the Application, and the contributing factor of increasing industry  
6 competition for skilled trades persons, is the projected allocation of resources to  
7 apprentice training programs in the Trade School sufficient to meet the THESL's ongoing  
8 demand for internally-trained trades persons?

9

10 **RESPONSE:**

11 To date, THESL has been successful in attracting applicants to its apprenticeship  
12 programs each and every time openings are posted. THESL will continue to hire  
13 apprentices at a pace that ensures they can be safely and effectively integrated into the  
14 workplace.

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1 **INTERROGATORY 4:**

2 **Reference(s):** C2-T2

3

4 How does Toronto Hydro intend to actualize its Workforce Strategy goals with respect to  
5 attracting already-skilled trades and technically-skilled employees? Please provide a  
6 detailed outline of THESL's plans and intended resource allocation in this regard.

7

8 **RESPONSE:**

9 As part of its Workforce Strategy, THESL has implemented numerous initiatives to  
10 attract skilled employees to join its workforce. These initiatives include participation in  
11 various job and career fairs to draw potential trades workers, and expanding its  
12 recruitment reach beyond the GTA through province-wide and national job  
13 advertisements and through employment marketing in targeted publications.

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1 **INTERROGATORY 5:**

2 **Reference(s):** C2-T2

3

4 In light THESL's ongoing modernization of its aging distribution system, and the  
5 projected retirement of 45% of the existing workforce between 2010 and 2019, we ask  
6 that THESL provide details in respect of any and all strategies for provision of training  
7 programs designed to update/replenish the knowledge base of the existing THESL  
8 employee complement. In addition, please outline the projected resource allocation for  
9 2011 in relation to this aspect of the human resources strategy.

10

11 **RESPONSE:**

12 The resource strategy for 2011 includes using a combination current Organizational  
13 Development resources, Subject Matter Experts in the field as well as external vendors to  
14 design, update and execute Toronto Hydro-specific training programs, and to provide  
15 both trades refresher training; apprentice program training; legislative compliance  
16 training and leadership development.

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1 **INTERROGATORY 6:**

2 **Reference(s):** C2-T2

3

4 Toronto Hydro indicates that apprentices trained outside the Utility have been found  
5 lacking in necessary expertise to function at the requisite standard for maintenance of  
6 safe and efficient operations and satisfactory customer service in THESL's "complex  
7 distribution territory". Please indicate whether this finding will result in any overall  
8 reduction from the current allocation of resources to external contractors for performance  
9 of technical and/or trades work. If not, please provide a detailed explanation for  
10 THESL's rationale in this regard.

11

12 **RESPONSE:**

13 Prior to contractors being assigned any project at THESL, an evaluation of their  
14 competencies, experience and skills is conducted. Only work that is within the  
15 contractor's competencies is assigned. It is anticipated that THESL will be able to  
16 engage a sufficient number of competent external contractors to supplement its in-house  
17 resources to meet the work requirement.