

HORIZON UTILITIES CORPORATION (“HORIZON UTILITIES”)
RESPONSES TO
SCHOOLS ENERGY COALITION INTERROGATORIES

DELIVERED: January 24th, 2011

Question 13

Reference: Ex. 1/2/2, App. 1-9(e)

With respect to the Customer Service Business Plan:

a) P. 3. Please confirm that the anticipated 25% increase in call volumes due to TOU rates is expected to be temporary. If that is not the case, why not? Please advise what steps have been taken to ensure that the added customer care staff can be reduced when the call volumes reduce. Please advise the number of additional customer care staff added.

b) P. 4 and 21. Please describe the relative roles of this department and IT in the analysis of the CIS with a view to either enhancements or upgrades. Please provide a list of the most important shortcomings Customer Service is experiencing with the CIS currently.

c) P. 9. Please provide an estimate of the total cost associated with the additional water billing services planned using the AMI.

d) P. 9. To what extent, if any, is the website budget included in Customer Service?

e) P. 13. Please confirm that this department does not currently have a succession plan.

f) P. 13. Please estimate the annual reduction to regulated rates if St. Catharines decides to contract water and sewer billing and collections to the Applicant.

g) P. 17. Please provide details of the sources of the lines marked “Revenue” in each table.

1 **h)** P. 22. Please provide the EDA memorandum that sets out the anticipated
2 structure and costs associated with the MDMR services.

3 **i)** P. 25. Please advise how many Customer Services staff actually retired in 2010.

4 **Response:**

5 **a)** Horizon Utilities planned for an increase of 25% in call volumes to support the
6 migration of customers to Time-of-Use rates through 2010 and 2011. Increased call
7 volume is expected to be temporary and is being managed through the hiring of 5 full-
8 time temporary agents on contract. The contracts have been staged to match the
9 migration plan for Time-of-Use rates and are scheduled to terminate in a staggered
10 fashion throughout 2011.

11 **b)** Customer Service works in close partnership with the IT department in all
12 endeavours concerning the Customer Information System (“CIS”) including
13 programming modifications, enhancements, and upgrade analysis.

14 Horizon Utilities migrated to the current CIS platform in 2000. The CIS is a “green
15 screen” menu driven system. Because it is not a Windows-based platform, it does not
16 have a dashboard for easy navigation and it is not an intuitive user-friendly program for
17 Customer Service.

18 The current CIS has a significant amount of custom programming to support regulatory
19 requirements. The support of custom programming is at a premium with inherent risk.
20 An advantage of a new CIS platform is the expectation that functionality which meets
21 the requirements of the Ontario regulator would be encompassed within the base
22 product and not requires further adhoc customization.

23 **c)** Any costs associated with the provision for additional water billing services at the
24 request of the City of Hamilton within the AMI system would be borne by the City of
25 Hamilton as per the current service agreement and not budgeted by Horizon Utilities.

26 **d)** Costs for maintenance and enhancements to the Horizon Utilities website are
27 managed within the Corporate Communications budget.

1 **e)** Customer Service recognizes the skills and future plans of the employees in the
 2 department; however, this information has not been documented in a formal succession
 3 plan for unionized employees

4 **f)** It is anticipated that the provision of any new business services such as billing
 5 and collections for the City of St. Catharines would result in future cost containment. It
 6 is at this time, however; highly speculative to estimate any potential reduction in
 7 regulated rates as we are not in a position to know the scope of services to be provided,
 8 the rates we would charge for such services, and / or the related expenses.

9 **g)** The revenue anticipated in the Customer Service budget is as provided in the
 10 following table:

	2010 Budget	2011 Forecast	2012 Forecast	2013 Forecast
Revenue Details				
Management Fee (EDO)	6,710	7,081	7,293	7,512
Management Fee (HHSI & HESI)	253	261	268	276
Water Billings	3,451	3,695	3,806	3,920
Other Revenue	411	138	142	146

11

12

13 **h)** The document is being provided in confidence for reasons for which are outlined
 14 in the cover letter accompanying Horizon Utilities' interrogatory responses. Such
 15 documents were distributed by the Electricity Distributors Association ("EDA") on
 16 September 28, 2010 and outline the anticipated structure and costs associated with
 17 MDMR services.

18 **i)** Three Customer Service employees retired in 2010.

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Question 14

Reference: [Ex. 1/2/2, App. 1-9(f)]

With respect to the EOOI Business Plan:

a. P. 3. Please provide a summary of the problems that have been experienced to date with the ERP System.

b. P. 5. Please confirm that an implementation plan already exists for the Asset Management Plan.

c. P. 7. Please confirm that the actual FTE in 2010 was 52. Please confirm that EOOI is planning to increase this by 26.9% to 66 by 2013. Please advise which of those additions, if any, relate to reallocation of personnel or workload from other departments.

d. P. 9. Please explain the meaning of “will consider ERP system and reporting enhancements as its core business”. Please describe the main shortcomings of the ERP system that this department plans to address in this three year period.

e. P. 14. Please describe the status of, and schedule for, the “gap analysis”.

f. P. 15. Please provide the Distribution System Renewal Plan referred to.

g. P. 18. Please explain why the training of operators is “well behind schedule”. If there was a cost mitigation plan in place, please provide details, include any memoranda, presentations, or other documentation describing that cost mitigation plan.

h. P. 30. Please advise who is today carrying out the functions proposed for the

1 Network Operating Supervisor.

2 **Response:**

3 **a.** A formal assessment of the ERP System has not been completed yet, however on
4 page 3 of the EOOI Business Plan opportunities for enhancements have been
5 identified, such as implementing planning and scheduling and document management
6 modules. Making such enhancements will provide process improvements in Capital
7 Project management and provide a process in which to better manage key performance
8 indicators and project cost estimating,

9 **b.** An implementation plan exists for the Asset Management Plan. The implementation
10 plan can be found in the Asset Management Plan contained in the Application in Exhibit
11 2, Tab 3, Schedule 2.

12 **c.** At the end of 2010 the actual full-time equivalent (“FTE”) headcount in EOOI was 52.
13 The planned increase is 14 FTE over 3 years for a total of 66 FTE by the end of 2013.
14 The increased staffing levels are largely based on the need to hire additional
15 apprentices in the lines trades in order to have adequately trained replacement
16 personnel ready to replace a large group of trades that will retire in the next five to ten
17 years, as well as to assist with the growing distribution capital program. Additional
18 details on EOOI plans related to headcount are provided in EOOI business plan. There
19 are currently no plans for EOOI to assume any additional work from other Horizon
20 Utilities departments, or any associated staff.

21 **d.** Performance measurement and reporting is a function of the Operational
22 Improvement Department within EOOI. This department is focused on working with
23 various user groups within EOOI and Information Systems and Technology (“IST”) to
24 develop reporting and process measurement tools to track progress and areas of
25 opportunity within Horizon Utilities’ major organizational processes. The EOOI
26 Business Plan does not state any shortcomings of the ERP system, rather the
27 Operational Improvement Department plans to pursue opportunities to utilize automated

1 reporting and work flow management features of the ERP currently not being leveraged
2 by EOOI.

3 **e.** Horizon has not yet began the gap analysis required as a one of the primary steps in
4 the selection and implementation of an ERP Planning and Scheduling module. The
5 gap analysis is planned to be completed in February 2011.

6 **f.** The Distribution System Renewal Plan is included in the Application in Exhibit 2, Tab
7 3, Schedule 2, Asset Management Plan, Appendix G.

8 **g.** The plan to train Operators is behind schedule due to a delay in the hiring of
9 Operators. Such delay was caused by cost mitigation efforts since 2007. The hiring of
10 new Operators is being initiated in 2011 and beyond, as there is a substantial amount of
11 planned retirements from the control room in the coming years. Advanced hiring in order
12 to bring new staff knowledge to the necessary level makes hiring in 2010 and beyond
13 essential.

14 **h.** Please see Horizon Utilities' response to School Energy Coalition Interrogatory 30.
15 Please note that Grid Shift Supervisor and Network Operating Supervisor refer to the
16 same position.

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Question 15

Reference: Ex. 1/2/2, App. 1-9(g)

With respect to the Facilities Business Plan:

- a. p. 3. Please provide a copy of the Space and Resource Allocation Study.
- b. P. 3. Please advise the basis on which the renovation budget was set prior to the space study being done.

Response:

a. The draft Space and Resource Allocation Study was received by the third party consultant in late November 2010; it has not been finalized. Horizon Utilities is reviewing and validating the consultant’s assumptions and analysis.

b. Horizon Utilities owns and maintains four major properties, two of which substantively house the workforce, one which houses a smaller operating centre and one which houses an operating centre and Horizon Utilities’ customer care centre.

Horizon Utilities continually invests in its facilities to ensure structural integrity of its assets and to maintain a productive work environment for employees. Horizon Utilities had not undertaken significant renovations at its John Street Head Office, prior to 2002, since 1960 when an additional three floors were added to the original building built in 1950. Horizon Utilities has completed renovations and investments to renew and upgrade its first, second, third and fifth floors from 2002 to 2007. Since that time, Horizon Utilities has observed that it needs to make an investment in its facilities to provide: a more productive and effective work environment for employees, and upgrade

- 1 and meet codes relative to its HVAC, electrical/mechanical systems and safety
- 2 regulations.

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Question 16

Reference: Ex. 1/2/2, App. 1-9(h)

With respect to the CFPRC Business Plan:

a. P. 3. Please provide a summary of all costs in any departmental budget, including this one, for Enterprise Risk Management Framework.

b. P. 6. Please provide a summary of the planning, budgeting and analytics functionality currently available in the ERP software.

c. P. 7. Please advise the amount of the budgeting and planning savings assumed as a result of the new planning and budgeting software tools, and where those savings would be found in the Application.

d. P. 12. Please reconcile the addition of 14 current and 2 new staff to get 18 total. Please expand this table, consistent with the other departmental plans, to show 2010, 2012 and 2013 as well.

Response:

a) As noted in Exhibit 4, Tab 2, Schedule 6, Page 25, \$100,000 has been included in the 2011 Test Year with respect to the development of an Enterprise Risk Management Framework. This is consistent with the budget identified in the CFPRC Business Plan.

b) The planning, budgeting and analytics functionality currently available in the ERP software is limited. The budget module provides for the preparation of monthly and

1 annual budgets using integrated budget templates. Horizon Utilities has identified the
2 following limitations with respect to the budgeting functionality within IFS:

3 a. Budget templates only provide for the preparation of the budget at the
4 general ledger account level. This would reduce the ability for Horizon
5 Utilities' to prepare a budget using activity based budgeting (as is our
6 current practice);

7 b. The budget module is not fully integrated with the Project module. Horizon
8 Utilities uses the Project module to plan, track and record all OM&A and
9 capital projects. Detailed capital expenditure budgets cannot be prepared
10 on a monthly basis using the current IFS functionality;

11 c. Limited reporting functionality with respect to budget versus actual data,
12 particularly at the Project level, as noted above; and

13 d. Limitations on forecasting and business analytics.

14 **c)** There are no identified financial savings assumed in the Application as a result of
15 the new planning and budgeting software tools. As noted on Page 6 of the CFPRC
16 business plan, the significant business driver for the Business Planning, Budgeting and
17 Analytics software is to reduce the amount of time spent on the budgeting process
18 across the organization and to provide the ability to capture comprehensive financial
19 and operational data and analysis for planning and decision making purposes. The
20 implementation of the new planning and budgeting software tools is expected to result
21 in an increase in resource capacity to the CRPRC department to allow for increased
22 emphasis on forecasting and business analysis.

23

1 **d)** Please find the revised table below. The current number of staff for 2011 has
2 been revised to 16 and the table has been expanded for 2012 and 2013.

3

	2011	2012	2013
Current Staff	16	18	18
New Hires	2	-	-
Reductions	-	-	-
Total Budget	18	18	18
Students	1	1	1

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DELIVERED: January 24th, 2011

Question 17

Reference: Ex. 1/2/2, App. 1-9(i)

With respect to the HR Business Plan:

a. P. 3. Please provide a copy of the “multi-year HR/Labour Relations Strategy”.

b. P. 4. Please provide a copy of the ‘workforce planning model”.

c. P. 7. Please advise whether a budget of this type is done every year, or only in a year in which there is a cost of service application. Please provide a copy of the HR Business Plan for 2010.

d. P. 8. Please explain why the Applicant is hiring so many new apprentices if 2011 is the year in which it will “develop a more structured plan and process around the selection, development and progression of apprentices”.

e. P. 9-10. Please provide the numeric targets for each item for 2011.

f. P. 11. Please advise the average years of service of Horizon employees.

g. P. 11. Please provide a copy of the “new Management Benefits package” introduced in 2009. Please advise the dollar impact on compensation of this package.

h. P. 12. Please advise the savings associated with the ERP changes, and where we would find them reflected in the Application.

i. App. A. Please advise why 1.75 FTEs are excluded.

Response:

a) The multi-year HR/Labour Relations Strategy is attached as Appendix 1.

- 1 **b)** Please refer to Exhibit 4, Tab 2, Schedule 6, Appendix 4-2 - Workforce Labour
2 Strategy and Plan for the workforce planning model.
- 3 **c)** Horizon Utilities notes that there is no reference to the HR Business Plan on the page
4 in question. Horizon Utilities assumes that this Interrogatory pertains to the 2011 HR
5 budget provided in the Business Plan. The HR department, and all Horizon Utilities
6 departments, develop budgets to support their programs and outputs annually and not
7 only in a year in in which there is a cost of service application. The 2010 HR Business
8 Plan is attached as Appendix 2.
- 9 **d)** In 2011, Horizon Utilities will further develop its current apprenticeship program with
10 a more structured and broad based development plan for all apprentices across the
11 organization. As part of its continuous improvement efforts, Horizon Utilities is
12 extending the apprenticeship program across the organization with enhancements to
13 ensure that the next generation of employees participate in an enhanced program.
- 14 **e)** These HR metrics were included in the 2011 Business Plan as examples of metrics
15 that are being reviewed and considered to develop benchmark metrics, reporting and
16 tracking mechanisms in 2011. It is anticipated that the first part of 2011 will be
17 consumed with the development of these metrics and baselines; benchmarks will be
18 established with reporting against quantitative targets to commence in 2012.
- 19 **f)** The average years of service of Horizon Utilities' employees is 17.1 years. Please
20 refer to Exhibit 4, Tab 2, Schedule 10, Table 4-22, Page 2 of the Application for average
21 years of service. Such are referenced in the table as "Avg. Length of Service".
- 22 **g)** The new Management Benefits package introduced, in 2009, includes 5 items:
- 23 • New policy on Alternative Work Arrangements
 - 24 ○ There is no cost associated with this benefit
 - 25 • New policy on vacation entitlement
 - 26 ○ There is no dollar cost associated with this benefit.

- 1 • The introduction of a car allowance at the Director level
- 2 ○ Annual cost of \$72,000 (associated offset of mileage savings which is no longer
- 3 paid)
- 4 • New policy regarding continuing education
- 5 ○ No additional cost. This represents clarification on an existing policy and benefit.
- 6 • The introduction of a Health Care Spending Account for non-union employees.
- 7 Employees at the Executive/Director level are eligible for up to \$1000 per annum and
- 8 employees below the Director level are eligible for up to \$500 per annum.
- 9 ○ The cost associated with this benefit varies dependent on utilization. The actual
- 10 cost in 2009 was \$17,791. The coverage is restricted to coverage over and above such
- 11 items already provided by the company in its active employee benefit package.
- 12 **h)** Benefits within HR due to the implementation of the ERP included the electronic
- 13 reporting/authorizing of time cards and the central repository for all employee training
- 14 information.
- 15 **i)** The exclusion refers to 1.75 contract employees. These employees are not reflected
- 16 in the table as they were term (contract) employees (not FTE's)

Appendix 1 – Multi Year Labour Relations Strategy

Human Resources Multi-Year Strategic Plan

An HR Strategic Plan provides a framework to guide the application of all aspects of an organization's human resource practices. It identifies a long-term vision, supporting success factors, and the most immediate priorities needed to achieve the business strategies (together with detailed action plans to implement the priority projects). Understanding the Vision of the future state of the organization is critical.

Horizon Utilities employees are our strategic advantage. To harness and develop that advantage we need to build a "Target Culture" that supports the corporate strategic direction and develops a results-driven engaged workforce. The development of this plan sends a powerful message to employees that Horizon Utilities values its people and is committed to becoming an employer of choice.

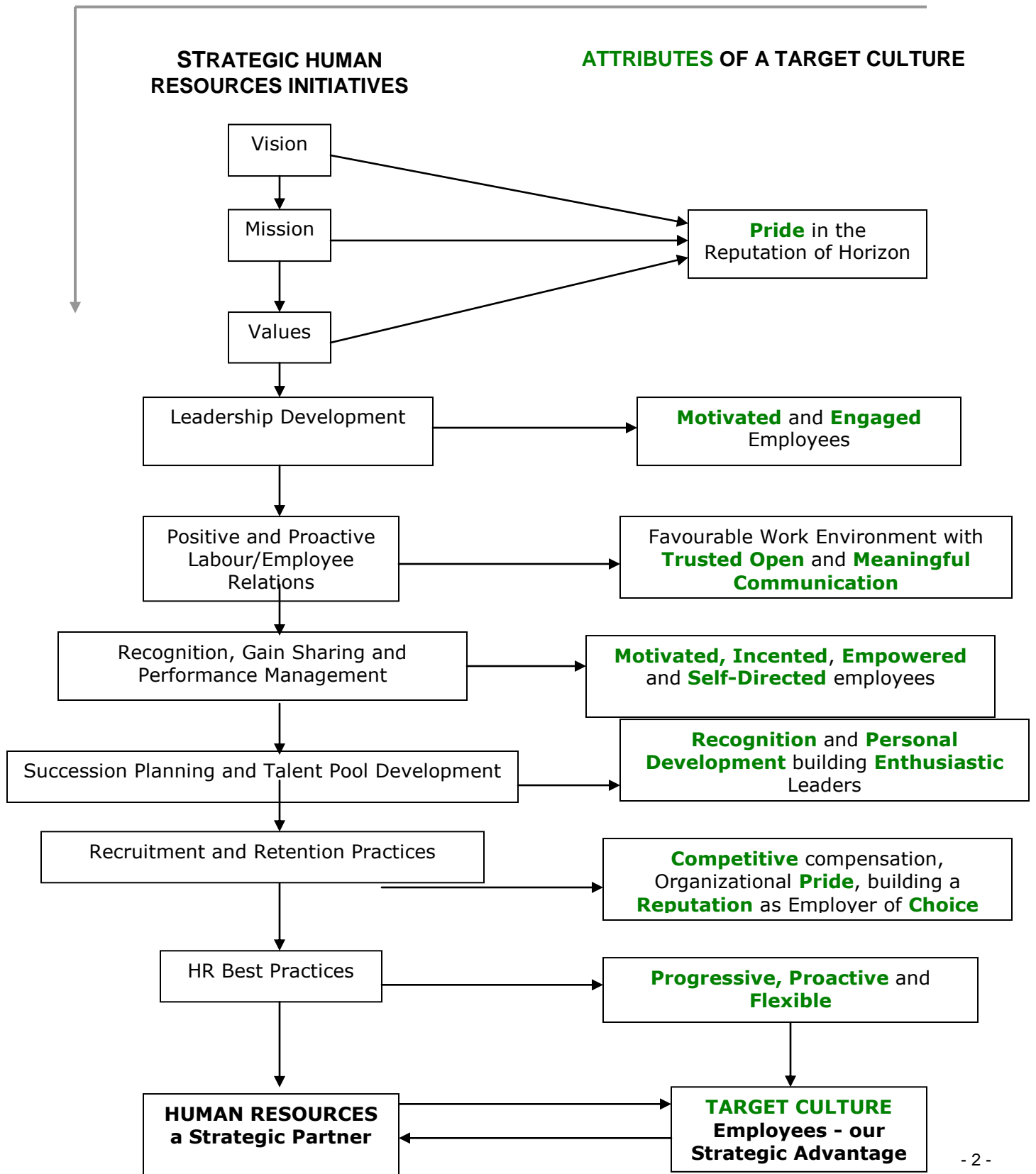
We would like to establish Horizon Utilities Corporation as a Target Culture organization. In doing so we want to create a culture of high trust, recognition, accountability, commitment, participation and personal leadership. We are committed to providing all employees with clear expectations, timely and appropriate feedback, meaningful and interesting work, and the resources to do their jobs safely and effectively.

As we work on our strategic initiatives, we must constantly relate our results to improved business performance outcomes identified as positive by our employees.

Human resources, as a department is committed to focusing on internal customer/client service, measuring benchmarks, implementing best practices, and developing tools for managers. This document has been developed based on research on industry best practices, literature reviews, results of the employee culture survey and discussions with management and will evolve with the changing needs of the organization and the external environment.



Target Culture



A Vision to be a Great Place to Work

For Human Resources/Organizational Effectiveness

A dynamic and engaged workforce of leaders working together to deliver on the vision of Horizon Utilities Corporation

Human Resource issues are intrinsic to all activities undertaken within an organization. Employees at all levels are the people who accomplish all that we do, all leaders who support the vision and realize on our successes.

Management of human resources is not limited to the human resource department. The responsibilities of human resources management are spread throughout Horizon Utilities, involving all levels of management, supervisors and employees themselves.

The Human Resource Strategic Plan seeks to establish vision and direction not just for human resource effectiveness, but also for overall organizational effectiveness.

A dynamic workforce is one that is adaptable and flexible. It can respond quickly to changing requirements and demands. It is a workforce that is vibrant, energetic, engaged and motivated. The changing 'horizon' of the electricity distribution industry requires a Plan that helps employees embrace change and recognize opportunities that come from challenges.

Horizon Utilities employees are already highly skilled/trained and well-educated relative both to the positions they hold and in comparison to employees in other industry sectors. Nevertheless, the workforce of the future will need more and different skills to effectively meet the work challenges of tomorrow, skills that help them cope with change, understand behaviours, how to deal with conflict and recognize employees contributions.

The current generation of employees coming out of our education system value personal time for social pursuits more than they value money. The next generation of workers values flexibility, paid time off and cross-training opportunities more than the promise of a pension after thirty years of service.

Our vision emphasizes the need for employees to work together, each with an understanding of the business and their part in making it successful while feeling appreciated and challenged every day.

Key Success Factors

An important component to the Human Resource Strategic Plan is the definition and application of key success factors that will support and reflect the achievements of its vision.

They represent the factors that we, as an organization, collectively feel are critical to the successful achievement of our corporate vision, mission and organizational goals.

Shared Leadership

- Employee and bargaining unit leadership that supports the vision, strategies and values of Horizon
- Demonstrated by consistent behaviours and accountability

Performance Driven Culture

- Opportunities for all employees to contribute and be rewarded for the successes of Horizon
- Individual as well as corporate bonus structure for management, providing opportunity for employees to excel with measurable results, and rewarding them as appropriate

Clear Roles, Responsibilities and Accountabilities

- Effective work, job design and delegation of authority
- Line managers and supervisors held accountable for effective human resource performance and well-being
- Employees are aware of corporate and departmental direction and how their performance directly affects achieving goals and objectives
- Leaders and employees held accountable and recognized not just for performance and results but also for demonstrating the corporate values

Collaborative Union/Management Partnerships

- Joint initiatives, agreements and collaborative problem-solving that reflects the HR vision and values

Clearly Articulated Human Resource Policies

- Current policies that are meaningful, communicated and recognize the need for departmental flexibility
- Consistent application of those practices requiring a corporate approach

A Positive, Respectful, Safe and Healthy Workplace

- Conflict is managed and differences are respected
- An environment that supports the physical, psychological and social well-being of all employees

Shared Commitment for Career and Self-Development

- Employee commitment to managing his/her own continuous learning and growth
- Horizon provides opportunities and information to support continuous learning and growth
- Core competencies are identified for each job within the organization
- Management position profiles are posted to internal employees intranet to allow for education decisions on potential career growth

Open Communication and Knowledge Growth

- Sharing knowledge on trends and best practices throughout the organization and encouraging input from all employees
- Information sharing across all levels

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Key Human Resource Challenges

We have recognized four critical challenges in achieving the vision for the Human Resource Strategic Plan and building a Target Culture.

The Human Resource Plan is developed to allow us to anticipate and respond to additional emerging challenges while continuing to support Horizon employees and its strategic goals.

Exceptional Leadership

Engagement Driver – Exceptional Leadership

1. Create a 'positive and respectful' work environment
2. Management apply 'fair and consistent' application of people practices and are aligned in the application of the Collective Agreement

Enforcing the right behaviours in all employees aligned to Horizon's values (safety, respect, integrity, innovation and excellence) and providing employees with the tools and time they need to do their jobs will have a positive impact on the organization. Performance management, specifically at the frontline supervisor level, continues to be challenged by inconsistent practices.

Employee Engagement

Engagement Driver – *Organizational Practices & Systems*

1. Create a 'positive and respectful' work environment
2. Management apply 'fair and consistent' application of people practices and are aligned in the application of the Collective Agreement

Enforcing the right behaviours in all employees aligned to Horizon's values (safety, respect, integrity, innovation and excellence) and providing employees with the tools and time they need to do their jobs will have a positive impact on the organization. Frontline supervisors specifically continue to be a challenge in achieving fair and consistent application of people practices at Horizon. The Leadership Development program focused on building leadership skills. In 2009 the focus will be on building practical skills and providing tools for leading in a unionized environment.

Labour Relations

Engagement Driver – Organizational Practices & Systems

1. Build a 'partnership philosophy' with IBEW
2. Achieve a better understanding of each party's issues and business challenges

To achieve the strategy, there will be a continued approach of collaboration. This entails being inclusive, seeking 'win-win' solutions and communicating needs, desires, concerns and challenges important to both parties.



Demographics

The effects of an aging workforce pose significant challenges to Horizon Utilities and the industry in general. A significant number of linemen will be retiring within the next 10 years. This pattern is repeated in utilities across the province. The same is true in frontline leadership positions. More significantly a great amount of our supervisors are also eligible to retire in the next 10 years. These departures will have considerable impact on the skill set of our organization. Many of the staff who will leave have many years of experience and highly specialized skills. Even if we are able to replace these staff, it will be unlikely that they will be replaced with equal skill levels.

At an organizational level, it will be important to focus our efforts on retention, education, succession and leadership development, so that we are better prepared to deal with the loss of skilled and experienced staff.

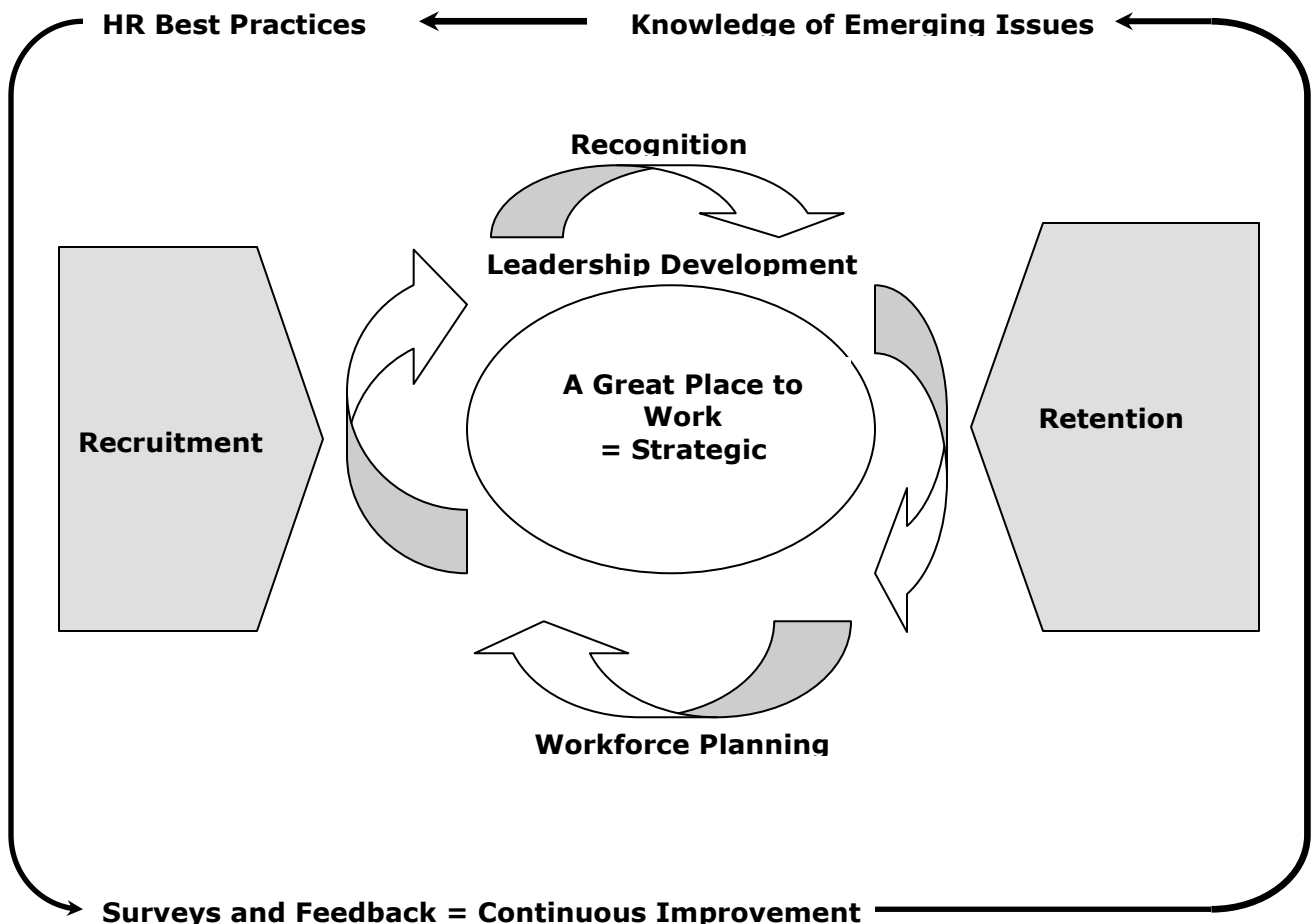
Concurrently as employees who have the age and service to retire leave Horizon, we are faced with recruiting the "Millennium Generation". The current generation of employees coming out of our education system value personal time for social pursuits more than they value money. This generation values flexibility, paid time off and cross-training opportunities more than the promise of a pension after thirty years of service.

Moving Forward

A dynamic and engaged workforce of skilled leaders working together to deliver on the vision of Horizon Utilities

Key elements of this Human Resource Strategic Plan are continued communication of its vision and key success factors and implementation of those initiatives identified as areas for initial focus. The strategic organizational priorities work together to produce a balanced strategy with long-term focus for the future. These priorities link to Horizon's corporate strategies and performance metrics and individual outputs.

The Plan provides a framework for long-term direction in human resources and organizational effectiveness. It is concerned with all aspects of human resource management within Horizon. The Plan identifies a number of initiatives that need to be addressed in the short term. However, over time, our intent is to review and continuously improve all elements of our human resource management to ensure their ongoing alignment with Horizon's overall strategic direction.





Human Resources & Organizational Development Business Plan

Fiscal Year: 2010

Completion Date: July, 2009

Prepared by:

Approved by:

Lise Galli, Director, Human Resources &
Organizational Development

Marjorie Richards, VP Corporate Services

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EXECUTIVE SUMMARY

- The Human Resources and Organizational Development team is responsible for the development and delivery of innovative programs and services designed to align with and support the achievement of the Corporate Mission.
- Initiatives planned for 2010 include activities to close ERP gaps, change management and training support for various cross-functional projects, recruitment activity to support workforce renewal and KPI development and reporting.
- 2010 will serve as the benchmark year for the establishment of KPI's in the department. 2011 and 2012 plans will include specific targets to improve performance relative to results in the benchmark year.
- Appropriate resourcing and achievement of 2010 objectives relative to ERP gap closure will result in the realization of ERP business case benefits.
- Leadership training will be on the agenda over the next 3 years as Horizon continues to focus on building leadership competencies within the organization.
- Departmental project plans are heavily reliant on IST resources. The inability to secure resources to support these projects will require refinement of the plan or additional costs added to the budget for outside IT support.
- The business plan and budget assume a full complement in the department which includes filling the position of Specialist, Compensation and Projects. A change in resources will require removal of some departmental initiatives
- Departmental resourcing assumes a vacancy rate of < 4.5 per cent. Increases in recruitment activity may require additional resources.
- The field device project will be completed and field devices fully operational by December 31, 2010. As such, the temporary time entry clerk has not been budgeted beyond the 2010 fiscal year.
- The Recruitment Officer/HR Advisor has been budgeted for 9 months to support the Employee Relations group during the Director's LOA.
- The workforce planning model has been used to support trades hiring in the Connections and Construction departments. Changes to the assumptions may require changes to supporting resource compliments.
- Capital equipment requirements will remain relatively constant between 2010-2012.
- Between 2010 and 2012 there will be an emphasis on leveraging the IFS system within the HR area by closing the gaps identified as part of the original implementation scope.
- Incremental operating costs are anticipated in 2011 due to the upcoming labour negotiations.

DESCRIPTION OF DEPARTMENT AND MISSION

To become a strategic business partner, the Human Resources and Organizational Development team must continuously develop and deliver innovative human resource programs and services designed to align with and support the achievement of the corporate mission. We will continuously seek methods to improve efficiency, better service our internal clients and advance towards being a "Great Place to Work".

The major duties/programs that fall within the scope of the Human Resources and Organizational Development Team include:

1. Employee Relations

- Administration of Collective Agreement
- Labour Relations
- Recruitment & Selection
- Employee Administration
- Payroll & Benefit Administration
- Attendance Management
- Pandemic Planning
- Policies & Procedures
- Collective Bargaining
- Pay Equity
- Compensation Administration
- Workforce management

2. Change Management & Organizational Development

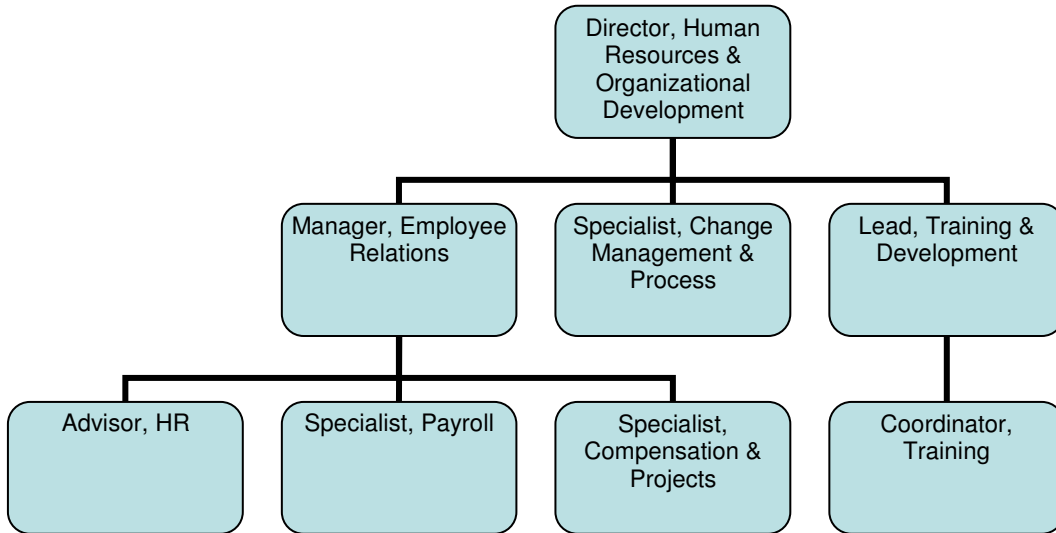
- Corporate support for all change management activities
- Departmental process improvement
- Organizational Design
- Employee Engagement Survey

3. Training & Development

- Sourcing, planning and coordination of all Corporate Training
- Training File Maintenance & Reporting
- Take Your Kids to Work Day
- Corporate Orientation Program
- Training Needs Analysis
- Employee development planning support
- Training budget development
- Corporate Employee Development Programs

The current and anticipated organization structure and staffing levels from 2010 through to 2012 are outlined in the following organization chart:

Horizon Group of Companies
2010 Departmental Business Plan
Department Name: Human Resources & Organizational Development



The Human Resource and Organizational Development Team support Horizon Utilities Corporation from a corporate perspective as well as its affiliates (i.e. Hamilton Community Energy). As noted above in the description of major duties, the full spectrum of Human Resource services is provided through this group. As the organization continues to evolve, the competencies within the HR & OD team will continue to be re-evaluated to ensure that the needs of our internal customers are met. Regulatory changes, the introduction of new legislation, the aging workforce and talent shortages will be key organizational challenges in the upcoming years. At this time, it is not anticipated that the team will require additional headcount as part of the 3-year plan. However, workforce renewal will pose a key challenge for the organization and innovative solutions and or resourcing may be required to meet future needs.

2010 will see the development and tracking of key performance indicators which will be used to measure departmental performance and allow for the establishment of improvement targets. Further, a few key “Corporate HR metrics” will be agreed upon and form part of the Corporate Scorecard.

DEPARTMENT OBJECTIVES

The Department's efforts align with the following Horizon Utilities Strategic Business Objectives:

1. Financial – Grow our Business Profitably
2. Customer – Be Easy to Do Business With
3. Operational Excellence – Be the Best Performing Utility
4. Learning and Growth – Be a Great Place to Work

While initiatives and objectives for 2010 are focused on the latter 2 objectives, it is recognized that several of these initiatives support multiple objectives.

I. Departmental Objectives, Programs and Initiatives for 2010:

1. Operational Excellence – Be the Best Performing Utility

1.1 Close ERP Gaps

- Implement Web Recruitment Technology (ERP Gap)
 - This involves the development of the web recruitment tool with appropriate screening built in and link/interface to IFS to realize on integration and efficiency benefits
 - Integration of the requisition process utilizing IFS will be solutioned as part of the recruitment process improvement
 - This technology will be developed and implemented in 2010 largely with the support of internal resources.
- Interface/file transfer with benefit providers to streamline administrative tasks involved with updating employee data.
- Interface/file transfer ADP/IFS re: updating employee information
- Field Devices – Operational initiative that requires change management and training support from the HR department.
- Planning and Scheduling – Utility Operations project that requires change management and training support.

1.2. Smart Grid

- Engineering Project that requires additional resources – recruitment support required

1.3 New Customer Connection Process

- Work management project that requires change management and training support

1.4 Construction Staff Technical Training

- U/G Splicers – increased requirement for training due to plan to have all splicers obtain a class D licence and 16 ton training

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- Overhead – 4-5 year plan to have all line maintainers with a Branch II and Class A licence. (*Confirm with Steve whether this is all line maintainers or just new apprentices coming in. Also, confirm with Steve that we may certify someone in house to do this training (Class A)*)

1.5 KPI Development and Reporting

- Development of an HR Scorecard to monitor and set targets for improved operational performance
- Develop reports to enable the measurement of KPI's and monitor progress.
- Participate in the development of reports as required by the line organization to better manage their business.

1.6 Customer Service Support

- Revamp of call centre will require recruitment activity – minimum of 5 (particularly due to TOU) and change management
- City of Hamilton SLA Improvement – recruitment activity

1.7 CSAZ1000 Implementation

- Placeholder until defined – largely impacts training area

1.8 Cost of Service Filing (Rate Filing)

- Provide data regarding employee figures, and 3 year Human Resource Strategy and Plan

2 Learning and Growth – Be a Great Place to Work

2.1 Employee Survey Corporate and Departmental Initiatives

- Take active role in the implementation of Corporate initiatives resulting from Employee Engagement Survey outcomes.
- Share results and facilitate improvement plans for Human Resources and Organizational Development team

2.2. Improve Labour Relations

- Continue to meet between Labour Management Meetings to address issues on a timely basis
- Have ER resource on site ½-1 day per week at both Nebo and St. Catharines service centres.

2.3. Develop Leadership Orientation/Training Program

- Develop a program targeted at those in formal leadership positions to ensure appropriate introduction and preparation for a leadership role at Horizon.
- Budget for 2 days for each management employee

2.4 Diversity Training

- Training to be provided to all employees across the organization
- Outsourced resource to provide training – internal coordination of sessions

RISKS AND OPPORTUNITIES

1. Opportunities

- The business plan includes some activities related to closing ERP gaps. By achieving these objectives as well as supporting operational initiatives such as the Field Devices project, the department will be able to achieve efficiencies internally and support the organization in realizing on business case benefits in early 2011.
- Continued focus on leadership development over the next 3 years demonstrates the commitment to building great leaders within the organization. A focus on key competencies such as communication, team building, and accountability will further contribute to improving employee engagement levels within the organization.
- 2009 served as the baseline year for the introduction of a new “Management Benefits” package which included various benefits/policies that would apply to management only. This pattern will continue in each of the next 3 years to ensure that total rewards at the management level are diversified. This is a particularly sensitive area as the current economic downturn may result in management base salary increases tracking lower than bargaining unit increases. The “total rewards” concept will be emphasized and diversified to ensure an attractive value proposition for management employees.
- The development of KPI's in 2010 will result in a baseline for departmental performance. 2011 and 2012 planning will include internal operational improvement objectives to enhance performance and client satisfaction.

2. Risks

- The business plan assumes relatively static levels of recruitment based on current activity and the workforce planning model assumptions. Changes to these assumptions i.e. greater quantity of work completed in house will result in the need for increased resources to carry out the recruitment function. Additional recruitment resources could be obtained within a relatively short time period (1-2 months).
- The Specialist, Compensation and Projects role is currently vacant due to the 2009 cost containment initiative. This position must be filled in Q1 to ensure proper resourcing within the department. Failure to fill this position in Q1 will require adjustments to departmental plans and/or the ability to properly support cross functional initiatives.
- There is a heavy dependence on IST resources to complete the Web Recruitment Project, Benefit Provider Interface/File Transfer, ADP/IFS interface/file development for employee data and KPI development and reporting. A lack of IST resources to properly support these projects will require either outsourcing the technology portion of the project (costs not included in the business plan) or the deferral of projects. In the case of Web Recruitment, interface/file development of IFS/ADP for employee data and

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Benefit Provider Interface the ability to realize certain qualitative ERP business case benefits would be impacted.

- The progress and outcome of 2009 initiatives will impact on 2010 project plans and/or achievements should there be deferrals i.e. HR Modifications.

CROSS FUNCTIONAL SUPPORT REQUIREMENTS

Project	Resource Type	Requirement
Web Recruitment	IST	Programming
KPI Development	IST	Specification support and programming
Interface/File Transfer to Benefit Providers	IST	Solutioning and developing file to download/interface with benefit providers
Leadership Orientation/Training	All functional Areas	Stakeholdering, support to develop training curriculum
Interface/File Development & Transfer of IFS/ADP Employee Data	IST	Solutioning and developing file to download/interface with

Also included in Appendix A is a Resource Planning template identifying the key organizational and/or departmental projects and the related staffing requirements, including cross functional department requirements. This template is not yet complete as it requires a final review of Operational Plans to validate the original requirements and the establishment of timing associated with initiatives.

2009 FORECAST

1. Forecast Summary

	2009 Budget	2009 Q2 Forecast	Inc/ (Dec)
Revenue	\$0		
Salaries and Benefits			
Operating Expenses, before distributables			-146,440*
Distributable Expenses	\$0		
Total Operating Expenses	See budget		
Income (Expense) from Operations			
<i>*due to cost containment initiative as at Q2</i>			

2. 2009 Forecast Adjustments

As part of the cost containment initiative for 2009 the Human Resources and Organizational Development Department submitted the following:

- o Timing of hires delayed – \$65k
- o Do not hire summer student - \$6,440
- o Deferral of on-boarding video to 2010 - \$25k
- o Program to improve communications deferred - \$50k

Total deferred/removed as part of the \$2.5 million = \$146,440

Additional adjustments to contribute to further stretch goal of \$0.5 million in cost containment.

- o Defer hiring of Specialist, Compensation & Projects to January 2010- \$40k
- o Defer hire of Training Coordinator to September 2009 - \$20k
- o Defer Project Management training to 2010 - \$10k
- o Savings associated with management training – Managing in a Unionized Environment - \$15k (will go into Q3 forecast)

Total deferral/savings as part of the \$0.5 million stretch = \$85k

2010 BUDGET

1. Budget Summary

	2009 Budget	2009 Forecast	2010 Forecast *	2010 Budget	Inc/ (Dec)	% Inc(Dec)
Revenue						
Salaries and Benefits	771,770		1,003,411	1,003,411		30%
Operating Expenses, before distributables	801,726		614,187	614,187		(30%)
Distributable Expenses	135,904		221,762	221,762		
Total Operating Expenses	1,709,400		1,839,360	1,839,360		7.6%
Income (Expense) from Operations						

Overall, there will not be significant increases within the HR & OD budget in 2010. The introduction of case management services to support the health, wellness and early return to work of employees with non-compensable type illnesses represents the only modest increase in the operating budget.

2. Key Assumptions

The following is a summary of the key assumptions underlying the department budget, as well as the identification of budget expenditures to support incremental business initiatives.

- The field device project will be fully operational by the end of 2010 and time entry will be completed in the field. The contract Time Entry Clerk will no longer be required beyond December 31, 2010.
- The vacancy rate will be consistent with 2009 3rd quarter levels (<4.0%)
- The contract Recruitment Officer/Advisor will not be required beyond September 30, 2009 due to the return of the Director on leave.
- The Specialist, Compensation and Projects will be hired in Q1-2010 in order to properly support departmental and cross functional initiatives.
- The contracting of case management services are required to ensure that increasingly complex sick leaves are dealt with expediently and appropriately by qualified resources and will contribute to reductions in sick time averages.
- Identified projects can be appropriately supported by cross functional resources required.

2.1 Operating Expenses

Case/Care Management – Increase of \$36,000 to operating budget

- Disability Management is an integrated and systematic process of returning employees to functioning lifestyles following an event of disability by ensuring that they are in active treatment.
- The focus is on:
 - The well being of the employee through proven return to wellness strategies
 - Restoring the employee to function
 - Minimizing the financial impact of absence and disability on the employer
- Resources/staff supporting these services include regulated health care professionals with a high level of experience in the disability management field.
- Benefits to Horizon include:
 - Early intervention for absent employees
 - Controlled cost of employee benefit program
 - Unique benefit for employees
 - Support in the health care process
 - Compliance with legislation
 - Reduced human and financial cost of disability
 - Strategic desire to retain valuable human resources (talent competition, hiring, training and retraining costs)

2.2 Incremental Initiatives/Projects

Project/Initiative	Operating	Capital	Total
IFS Gap Closure (consulting services)	\$20,000		\$20,000
Case Management	\$36,000		\$36,000
Safety Orientation on-line development costs	\$8,000		\$8,000

2010 BUDGET

3. Human Resource Plan

The following table summarizes the Human Resource requirements for 2010.

Type	FTEs	\$ Base Salary
Current Full Time Staff (includes approved vacant position)	9	\$659,089
New Hires- Contract 9 months for Recruitment Officer/Advisor*	.75	\$37,500
Ongoing current Time Entry Clerk	1	\$38,220
Reductions	0	\$0
Total Budget 2010	10.75	\$734,809
Students	1	\$7000

*The recruitment Officer/Advisor is budgeted as a contract role for 9 months in 2010. This role is meant to provide additional support during the Director, Human Resources & Organizational Development LOA from January to September 2009.

**the Time Entry Clerk will remain until such time as Field Devices are implemented. In the interim, centralized time entry within the Payroll area will continue. This is currently anticipated to be required for all of 2010.

Included in Appendix A are the following documents to support the Human Resource requirements for 2010:

Request for temporary Recruitment Officer/HR Advisor to provide additional Employee Relations support for the term of the Director's LOA.

Resource Planning template identifying the key organizational and/or departmental projects and the related staffing requirements, including cross functional department requirements.

4. Operating Plan

The Operating Plan for 2010 includes costs for ongoing departmental activities in addition to projects to support further ERP gap closure and the introduction of case management services. Cross functional support is summarized as part of the resource plan and it has been assumed that resource costs only will be incurred.

Upon final review of operating plans, the HR & OD Resource Planning template will be finalized and a review of requirements will determine the ultimate level of support that can be provided to the organization with the current budgeted resources.

2010 BUDGET

5. Capital Plan

	2009 Budget	2010 Forecast*	2010 Budget	Inc/ (Dec)
Computer Hardware/Software	\$28,000		\$18,800	-\$9,200
Office Furniture & Equipment	0		\$5,000	\$5000
Communication Equipment	0			
Other	0			
TOTAL CAPITAL BUDGET			\$23,800	-\$4,200

* 2010 Forecast – as per 2009 Budget and Three Year Plan

The budgeted capital outlay is to replace computer equipment for current staff and to provide equipment for the new hire in the Compensation and Projects role. The office furniture requirement is for a bookcase/wall unit for the Director's office.

3 YEAR PLAN

1. Three Year Plan Summary

Summary	2010 Budget	2011 Forecast	2012 Forecast
Revenue	\$0	\$0	\$0
Operating Expenses	\$1,610,631	+\$3,913	+\$40,000
Capital*	\$18,800	+ \$400	+\$800
# FTEs**	10.75	-1.75	0

*assumes similar level of spend with 2% inflation

** contract resources removed in 2011

The figures outlined above for 2011 and 2012 represent incremental dollars using 2010 as a baseline.

2011 Fiscal Year (Overall Incremental \$3,913)

- Resourcing in 2011 assumes the removal of the 2 contract resources currently supporting the department due to the Director LOA and the work arounds resulting from ERP gaps (-\$91,088)
- 2011 will be a bargaining year hence legal and training costs are anticipated to increase (+\$45,000)
- In order to support the redevelopment of the Performance Evaluation document consulting services will be required (+\$30,000)
- Additional costs will be incurred for further ERP gap closure – Web Portal (+\$25,000)
- Succession planning deeper into the organization will be an area of focus late in 2011/early 2012. At this point, no costs have been allocated towards this initiative as this would largely be an internal exercise.

2012 Fiscal Year

- Additional costs will be incurred for further ERP gap closure - +\$40,000

3 YEAR PLAN

2. Departmental Objectives, Programs and Initiatives for 2011-2012:

Project/Initiative	Year	Operating	Capital	Total
1. Closure of ERP Gaps				
- web portal	2011	\$25,000	\$0	\$25,000
- HR self serve	2012	\$40,000	\$0	\$40,000
- Document Management	2012			
- Performance management				
- Grievance procedure	2012			
	2012			
2. Labour Negotiations Consulting & Training	2011	\$45,000		\$45,000
Total		\$110,000		\$110,000

1. Closure of ERP Gaps

Beyond 2010 ERP gaps related to the potential HR functionality within IFS will still exist. As such, it is anticipated that projects to close these gaps will largely fall into the 2011 and 2012 operating year. Costs associated with closing these gaps are high level estimates only representing potential consulting dollars required to solution and execute the project plans.

2. Labour Negotiations Consulting and Training

2011 represents another bargaining year. As such, it is anticipated that legal costs for labour consulting will increase. Further, part of the strategic preparation for negotiations in 2011 will include training for the Management Bargaining Committee and if permitted, joint training with the Labour Bargaining Committee. Strike contingency has not been included as part of these estimated costs and would therefore be incremental should there be a labour disruption.

APPENDIX A

HUMAN RESOURCE PLAN

1. Included is a resource planning template to demonstrate allocation of departmental resources to identified Corporate/Operational Initiatives.
2. A summer student is requested to support general HR Projects. This will likely be a cooperative education student studying the HR field. Likely time of hire will be in either Q1 or Q2. Included below is a list of general responsibilities:
 - o Data entry into IFS system
 - o Career Fair Preparation
 - o Administrative activities related to training
 - o Support for recruitment process including:
 - i. setting of appointments/interviews;
 - ii. reference checking;
 - iii. requesting driver abstracts, criminal record checks, hearing tests;
 - iv. general filing and miscellaneous functions

HUMAN RESOURCE PLAN STAFF REQUIREMENTS

		2010	2011	2012		2010	2011	2012
			FTE				\$	
Beg. Of Year*								
	Management	3	3	3		\$290k	\$299k	\$308k
	Staff	6	6	6		\$392K	\$404K	\$416K
	Apprentices	-	-	-		-	-	-
	Total	9	9	9		\$682K	\$703K	\$724K
New Hires								
	Management	-	-	-				
	Staff	-	-	-				
	Apprentices	-	-	-				
	Total	-	-	-				
Reductions								
	Management	-	-	-				
	Staff	-	-	-				
	Apprentices	-	-	-				
	Total	-	-	-				

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End of Year*								
	Management	3	3	3		\$290k	\$299k	\$308k
	Staff	6	6	6		\$392K	\$404K	\$416K
	Apprentices	-	-	-		-	-	-
	Total	9	9	9		\$682K	\$703K	\$724K
Students								

*Figures exclude .75 Recruitment Officer/HR Advisor and 1 Time Entry clerk in 2010.

** Salaries in each of 2010, 2011 and 2012 include an assumption for a 3% increase in each year.