

UNDERTAKING J16.2

Undertaking

To advise the jobs within the “General Industry” that were not part of the benchmark.

Response

In the compensation benchmarking study found at Ex. F4-3-1, Attachment 2, Willis Towers Watson (WTW) was able to match 66% of the General Industry segment of OPG’s population. According to WTW, this represents a strong level of representation of disciplines and levels across the General Industry segment. The purpose of benchmarking is to select an appropriate sample of jobs that create “apples to apples” comparisons of similar jobs across organizations. As noted in L-6.6-1 Staff-149 (b), compared to the previous benchmarking conducted by Aon Hewitt, the WTW benchmarking was able to benchmark more OPG positions and more appropriately match positions in the General Industry segment (see EB-2013-0321, Ex. F5-4-1).

Figure 1 below provides a listing of the jobs within the General Industry segment with more than 10 incumbents that were not included in the WTW compensation benchmarking study found at Ex. F4-3-1, Attachment 2. As noted in Ex. JX17.9, OPG is not permitted to release security protected prescribed information, including the number of security staff at OPG’s nuclear facilities, pursuant to sections 21 (1) (c) and 23 (1) of the General Nuclear Safety and Control Regulations under the *Nuclear Safety and Control Act*. For this reason, such staff was excluded from the WTW benchmarking. Nuclear security staff make up the majority of excluded incumbents from the General Industry segment.

Figure 1 - Unmatched Jobs in the General Industry Category with More Than 10 Incumbents		
PWU	Society	Management
Analyst/Buyer	Assistant Procurement Specialist	<i>none</i>
Nucl Security Officer (EXCLUDED)	Cost and Schedule Analyst	
Nucl Security Officer FLMa (EXCLUDED)	Financial Analyst (MP3 only)	
Plant Production Clerk	FLM, Civil Maintenance	
	Security FLM	

1 For benchmarking purposes, jobs are matched by discipline and career level, and
2 consider the scope of duties involved in order to ensure a fair comparison. Participating
3 organizations may employ individuals in a similar discipline to OPG employees, but
4 these individuals may have different duties or may not be at the same level of
5 accountability as the OPG employees. Unique or multi-discipline roles are typically
6 excluded from benchmarking studies as suitable matches cannot be found for these
7 positions. For example, OPG's Cost and Schedule Analysts perform a number of duties
8 that would be commonly found in jobs in the finance function, including monitoring and
9 analyzing costs and supporting the preparation of budgets. They also perform a number
10 of duties not commonly found finance jobs, including analyzing work program
11 performance, supporting the preparation of project execution plans and monitoring
12 schedule performance. These additional duties are more commonly found in
13 programming and project management related jobs that are part of the utility segment.
14 Accordingly, given the substantially broader duties associated with OPG's Cost and
15 Schedule Analysts relative to similar jobs in the General Industry, a suitable match for
16 OPG's Cost and schedule Analysts could not be identified, and these positions were not
17 matched in the benchmarking analysis results.

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19 In addition, participating organizations may not submit information for some jobs, either
20 because they chose not to, they do not have such jobs, or they do not have such jobs
21 that involve the same level of accountability as OPG. For example, organizations who
22 outsource certain functions in the General Industry segment do not submit
23 compensation data for provision of these services. Also, if there are fewer than 4
24 organizations who submit a role for comparative analysis, market median data is not
25 provided as WTW believes that this would not create a reasonable representation of the
26 market.

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UNDERTAKING J16.8

Undertaking

To provide a breakdown of what the major components of the forecast “other purchased services” cost are.

Response

Figure 1 below lists the services provided by the top seven vendors (by dollar amount) for the Nuclear Base OM&A Other Purchased Services. Together these vendors comprise over 60% of Nuclear Base OM&A Other Purchased Services in 2015.

Figure 1

Vendor	Description of Base OM&A Services
CANDU Owners Group	Provider of programs for the support, development, operation and maintenance of CANDU reactor technology ¹
Unitech Services Group	Provider of off-site laundry services
Kinectrics	Provider of various engineering services such as environmental compliance sample analysis services
Tetra Tech Wei Inc	Provider of engineering services designed to reduce engineering holds so that execution of work plans can proceed on a timely basis ²
AMEC NSS Limited	Provider of various engineering services such as safety analysis services; seismic testing, and criticality coding assessments ³
Black and MacDonald Ltd	Provider of steady state maintenance services e.g. maintenance on standby generator, removal of asbestos, work activities associated with forced outage
E S Fox Ltd	Provider of steady state maintenance services e.g. maintenance on vault vapour recovery driers, work activities associated with forced outage

¹ The objective of the OPG’s nuclear R&D program is to develop knowledge, tools and methods to address various technical, design basis, and operational issues in its fleet of CANDU reactors. Experience has shown that R&D in support of OPG’s nuclear plants is most cost-effectively handled on a shared-basis with other CANDU owners. OPG contracts with the CANDU Owners Group, a not-for-profit organization, to provide such services as developing, validating, and qualifying industry standard computer codes used in nuclear safety analysis in support of reactor design and licensing base as well as investigating materials and system degradation issues that impact the safety and reliability of the plants (e.g. fuel channels, feeders, and steam generators). This work can include developing mitigation strategies, non destructive examination methods and tools, fitness -for-service guidelines, and assessment techniques

² As part of the work control process that ensures a task is correctly planned, planners may seek information from a support organization such as Engineering. A hold is a request for work to be performed in support of work being planned through the work control process. This planning of work is sometimes termed as “getting work ready” for execution of the daily plan, which requires resolution of the hold.

³ Pickering and Darlington are large and complex plants with many thousands of components. Some components are more important than others in terms of nuclear safety and production. For this reason, OPG categorizes plant components into four different groups, from CC1, which are our most important (highly critical), to CC4, which are run to maintenance components. All other components are coded Not Applicable (NA) because they have no impact on nuclear safety or production. It’s extremely important and prudent to correctly categorize components so maintenance activities have the right priority, and our most important equipment is repaired first.