

**ENERGY PROBE INTERROGATORY 7**

Issue # 6.0 General

Issue # 6.4

Workforce Hiring Practices

- Has the OPA responded appropriately to the expectation of the Board Panel in respect of workforce hiring practices as stated on page 11 of the Decision and Order in the EB-2007-0791 proceeding?

Interrogatory # 7

Ref: Exhibit A, Tab 2, Schedule 1, page 3, last bullet point.

On page 11 of the Decision and Order in the EB-2007-0791 proceeding, issued May 15, 2008, the Board Findings in the Section titled "Workforce" stated:

"...the Board has noted that the OPA's 2008 budget reflects a substantial increase in its overall workforce – it increases from 137.0 in 2007 to 183.8 Full Time Equivalents in 2008. In the CDM area specifically, the OPA is doubling its workforce to 66.2 Full Time Equivalents. The Board has also noted from OPA's testimony that the OPA is currently not in a position to forecast its workforce requirements and acknowledged that in the future its workforce could be reduced. The possibility for a reduction in the future has not altered the OPA's practice in continuing to augment its existing workforce with full-time permanent employees. While the Board accepts the OPA's budget associated with its workforce for the 2008 year, in light of the uncertainties for future workforce requirements acknowledged by the OPA, the Board expects the OPA to review its hiring practices for 2008 and to fully justify increases to its permanent full-time workforce in its 2009 fees application."

a) As part of the most significant initiatives planned for the 2009-2011 period, the Evidence at Page 3, in the last bullet, states that the OPA will be implementing internal strategies and tools critical to achieving the organization's goals and deliverables, including a "holistic talent management system". Please advise what steps have been taken by the OPA to respond to the Board's expectation of a review of its hiring practices, especially the practice of continuing to augment its existing workforce with fulltime permanent employees.

b) Please provide total workforce full time equivalents in the following tables:

## Total OPA Headcount

### Regular

2006 Board Approved	2007 Board Approved	Variance %	2007 Board Approved	2008 Board Approved	Variance %	2008 Board Approved	2009 Budget	Variance %

### Temporary

2006 Board Approved	2007 Board Approved	Variance %	2007 Board Approved	2008 Board Approved	Variance %	2008 Board Approved	2009 Budget	Variance %

c) Please provide total workforce full time equivalents in the following table:

## Total OPA Headcount

### Regular/ Temporary

2006 Actual Reg/Temp Percentages	2007 Actual Reg/Temp Percentages	2008 Actual Reg/Temp Percentages	2009 Budget Reg/Temp Percentages

## RESPONSE

a) In response to the Board's decision in EB-2007-0791, the OPA has begun to actively track FTEs by temporary and permanent status. This allows for regular monitoring and reporting of the balance of permanent to temporary employees.

While this reporting exercise is valuable in presenting an overall picture of the proportion of permanent employees in the organization, the decision to fill a particular position with a temporary or permanent employee must still be made on a case-by-case basis. Please see the response to Board Staff Interrogatory 5 at Exhibit I-1-5 for a discussion of the factors to be considered.

- b) Board-Approved FTEs for the years 2006, 2007 and 2008 were not segregated by temporary and permanent status. The requested information is not available.
- c) As discussed in the response to a), above, prior to 2008 the OPA did not track all of its temporary employees in the payroll system. From its inception in 2005 to 2008, OPA staffing requirements were met through three methods: regular and temporary employees and consultants.

Temporary employees are those hired to fulfill the duties of a particular position in the organization for an identified term. Those hired directly by the OPA are paid through the OPA payroll system. This category also includes students. Temporary employees acquired through agencies would be paid by the agency in question, who would invoice the OPA for these services, and would not appear in the payroll system. Consultants were hired to provide services to support particular projects (such as the IPSP, Conservation research or certain procurements), and would invoice the company for services rendered. In most cases, the costs for these consultants and agency employees would be charged to Consulting within the relevant cost centers but, due to the project-oriented nature of their work, these costs may have been captured elsewhere in the system.

In response to the Board's decision in EB 2007-0791, the Human Resources department performed an assessment of the staffing of the organization. Roles which had been deemed temporary for extended periods of time and were expected to continue were transitioned to regular roles. In addition, consulting arrangements which may have begun as project-based roles but had evolved into ongoing positions within the organization were transitioned to temporary or regular roles within the organization as appropriate.

As a result, the OPA now has two classes of employee which are tracked through its headcount tracking process: regular and temporary. Consulting services are still provided to fulfill particular needs, but these costs are now assigned to the appropriate Consulting cost centre.

For this reason, the information presented below is accurate for 2008 but may reflect some anomalies for prior years. The OPA has made best efforts to gather information regarding its consulting and temporary staff for 2006 and 2007, based on past vendor files and anecdotal information. While the information may not be completely accurate, the OPA believes that it provides sufficient information to support the trend analysis requested in this interrogatory.

**Total OPA Headcount  
Regular / Temporary**

<b>2006 Actual Reg/Temp Percentages</b>	<b>2007 Actual Reg/Temp Percentages</b>	<b>2008 Actual Reg/Temp Percentages</b>	<b>2009 Budget Reg/Temp Percentages</b>
<b>82.3/17.0 FTEs</b>	<b>122.4/24.4 FTEs</b>	<b>150.7/25.7 FTEs</b>	<b>182.4/11.3 FTEs</b>
<b>82.9%/17.1%</b>	<b>83.4%/16.6%</b>	<b>85.4%/14.6%</b>	<b>94%/6%</b>

