

IN THE MATTER OF the *Ontario Energy Board Act 1998*,
Schedule B to the *Energy Competition Act*, 1998, S.O. 1998,
c.15;

AND IN THE MATTER OF an Application by PUC
Distribution Inc. for an Order or Orders approving just and
reasonable distribution rates and other service charges for the
distribution of electricity, effective May 1, 2013.

SUPPLEMENTARY INTERROGATORIES

ON BEHALF OF THE

SCHOOL ENERGY COALITION

EXHIBIT 1 – Administrative Documents

1-SEC-32s

Ref: 1-Staff-1(b)

Please provide the date the completed Application was filed, the date a completed application was required per the Filing Requirements, and a detailed explanation for any period by which the filing date was later than the requirement.

1-SEC-33s

Ref: 1-SEC-4

Please advise any significant cost differences the Applicant faces to serve schools in the GS>50KW class compared to the other utilities in the comparison table provided in the original interrogatories. Please quantify any of those cost differences to the extent possible.

1-SEC-34s

Ref: 1-SEC-3(a)

With respect to the Shareholders Agreement for PUC Services Inc.:

- a) Please explain why the agreement is signed by the shareholder, the City, and by PUC Inc. rather than PUC Services Inc.;
- b) Please provide a brief description of each of the last three times the requirement in Schedule A (k) was used, and the outcome in each case.

1-SEC-35s

Ref: 1-SEC-3(a)

With respect to the Shareholders Agreement for PUC Distribution Inc.:

- a) Please provide a description of each time the requirement in Schedule A (h) was used in 2012, and the outcome in each case;
- b) Please provide a brief description of each of the last three times the requirement in Schedule A (n) was used, and the outcome in each case;
- c) Please provide a brief description of each of the last time the requirement in Schedule A (p) was used, and the outcome in each case; and
- d) Please provide a brief description of each of the last time the requirement in Schedule A (q) was used, and the outcome in each case

1-SEC-36s

Ref: 1-SEC-3(b)

With respect to the lack of a strategic or business plan:

- a) Please explain why the Workforce and Succession Plan found in Appendix G refers, on page 2, to the “Strategic Business Plan”. To what document is that referring?
- b) In the absence of any current business plan or strategic plan, please describe the long-term framework within which business decisions are made and provide any documents that establish, approve or describe that framework.

1-SEC-37s

Ref: 1-SEC-5 and 9

Please provide the 2012 audited financial statements and annual report for PUC Services Inc., PUC Distribution Inc., and PUC Inc., in each case as soon as they are available.

1-SEC-38s

Ref: 1-SEC-9(b)

Please confirm that the amounts in brackets are average monthly balances owed to the Applicant by PUC Services Inc., and the amounts not in brackets are average monthly balances owed to PUC Services Inc. by the Applicant. Please confirm that a total of \$54,239 of interest was paid by PUC Services to the Applicant with respect to the amounts owing, and that no interest was paid by the Applicant to PUC Services Inc. Please provide a calculation of the effective rate of interest on the outstanding balances over the year, and show the calculation. Please advise the effective rate of interest on outstanding balances assumed in calculating the revenue requirement for the test year.

1-SEC-39s

Ref: 1-SEC-9(f)

Please confirm that the tax credits are grossed-up when credited to miscellaneous income. If they are not grossed-up, please provide a calculation to show that the effect on revenue requirement using the Applicant's methodology is the same as if the Applicant had earned and claimed the tax credits itself.

1-SEC-40s

Ref: 1-SEC-2(c)

Please provide explanatory and numerical details of the "expenses that would be included in depreciation for most LDCs" that "are included in OM&A for PUC Distribution".

EXHIBIT 2 – Rate Base

2-SEC-41s

Ref: 2-SEC-14

Please confirm that the listed documents are the only documents in the Applicant's possession that come within the description of the original question.

2-SEC-42s

Ref: 2-SEC-15

Please provide the actual amounts spent in 2012 in each of the "annual allowances" categories referred to.

2-SEC-43s

Ref: 2-Staff-13

Please provide a breakdown of the usable space in the three old buildings, compared to the new building, on the following basis:

- a) Offices and related space (e.g. meeting rooms, reception, lunchroom, etc.)
- b) Shops, workshops and related space (e.g. changing rooms, etc.)
- c) Stores
- d) Vehicles storage (inside)
- e) Other (please describe).

With respect to each category, please provide details on the usage before and after (e.g. number of offices and number of personnel using those offices; number of vehicles stored, etc.). Please include square footage per (distribution) employee data, and provide any comparative data used by the Applicant in establishing the reasonableness of the new building and its configuration.

2-SEC-44s

Ref: 2-SEC-16(b)

Please provide details as to how the proceeds of the sale of the buildings owned by PUC Services Inc. will be “transferred” to PUC Distribution, and how that transfer will affect operating costs, debt, rate base, depreciation, cost of capital, and revenue requirement.

EXHIBIT 3 – Operating Revenue

3-SEC-45s

Ref: 3-VECC-22

Please provide details of the reductions in FTEs, if any, from 2012 Bridge Year Forecast to 2013 Test Year resulting from the reductions in Accounts 4375 and 4380.

EXHIBIT 4 – Operating Costs

4-SEC-46s

Ref: 4-Staff-28

Please confirm that the inflation assumptions assume 0.0% productivity.

4-SEC-47s

Ref: 4-Staff-29

Please advise why the Applicant has not broken down Appendix 2-K into the four employee categories required under the Filing Requirements.

4-SEC-48s

Ref: 4-SEC-26

Please explain how the Applicant is able to provide the 2-K for Distribution for all years, without being able to provide the 2-K for Services for all years. Please explain in detail the process used to get the numbers for each year for Appendix 2-K for the Applicant.

4-SEC-49s

Ref: 4-Staff-30

Please refer to the MEARIE 2012 Management Salary Survey dated August 31, 2012 (a copy of which is attached):

- a) Please confirm that the Applicant participated in the Survey.
- b) Please advise for how many of the employees of the Applicant (or employees of any affiliate that provide services to the Applicant) is their total compensation in each of the following categories relative to the Survey:
 - a. Under the 25th percentile
 - b. 25th to 50th percentile
 - c. 50th to 75th percentile
 - d. Above the 75th percentile.
- c) Please estimate the total forecast management compensation cost for the test year if all management employees had total compensation at the 50th percentile.

4-SEC-50s

Ref: 4-SEC-33

Please provide a detailed calculation to demonstrate that the impact on the Applicant of the methodology employed to allocate the financial impacts of the new enterprise software, including but not limited to all tax impacts, is the same as the impact on the Applicant if the Applicant owned the new enterprise software itself.

4-SEC-51s

Ref: 4-SEC-27(e)

Please provide a full breakdown of Management Fees by source for each year.

4-SEC-52s

Ref: 4-SEC-19

Please advise how much, if any, of the 20% increase in Operations for 2012 is related to the new building, and provide details of that component.

EXHIBIT 5 – Cost of Capital and Capital Structure

5-SEC-53s

Ref: 5-SEC-29

Please explain the reasons for not considering repayment of the promissory note in favour of more competitive borrowing rates from third parties.

EXHIBIT 9 – Deferral and Variance Accounts

9-SEC-54s

Ref: 9-Staff-60

Please explain how stranded meters in GS>50KW with a book value of \$12,000 (2011) and \$26,000 (2012) produce a stranded meters charge to the class of \$386,378.

Submitted by the School Energy Coalition on this 29th of April, 2013.

Jay Shepherd



The MEARIE Group

2012 Management Salary Survey Of Local Distribution Companies

SURVEY REPORT

August 31, 2012

SURVEY ADMINISTRATOR: HAY GROUP LIMITED



The MEARIE Group
2012 Management Salary Survey
Of Local Distribution Companies



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The MEARIE Group 2012 Management Salary Survey Of Local Distribution Companies



0. Introduction

The MEARIE Group is pleased to present this report of the 2012 Management Salary Survey of Local Distribution Companies (LDCs).

In today's competitive talent market, LDCs are challenged with establishing and maintaining competitive, yet affordable, compensation programs and policies. The MEARIE Group established the Management Salary Survey of Ontario's Local Distribution Companies to assist LDCs in understanding the competitive landscape and to support your efforts to develop pay practices that attract, motivate and retain high quality, high performing employees.

The survey was updated for 2012 through the combined efforts of The MEARIE Group's *HR Information Solutions* team, outside consultants and representatives of our members, all working together to ensure that the Survey continues to meet the evolving needs of member LDCs.

The Survey has been enhanced for 2012 through our partnership with Hay Group, a globally renowned compensation consulting firm. Drawing on their expertise and experience in developing and managing salary surveys across all sectors of the economy and in numerous countries around the world, and working with an Advisory Committee representing a cross-section of LDCs, the 2012 survey includes:

- Improved, market-driven geographic reporting that better reflects the employment and recruitment markets in which you operate.
- Updated benchmark descriptions, supported by the Hay Group job evaluation methodology for improved reporting and greater ability to identify the impact of organization size and structure.
- Reporting of an additional pay element called "total cash compensation" to provide greater depth of information regarding market pay practices.
- An overview of market trends and compensation projections for 2013 budget planning.
- Enhanced survey reporting including Excel versions of position salary tables by All Organizations, Geography, Revenue and Customers to support those organizations that wish to conduct further analysis of the results and to assist in transferring survey results into internal reporting.



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The survey enhancements for 2012 include two presentation documents and Excel data tables in four different formats as follows:

- Survey Report Executive Summary containing a complete analysis and a data summary of all the positions, presented in a pdf format.
- Survey Report addendum which includes a complete analysis of each position, presented on one page in a pdf format.
- LDC Survey data table by All Organizations in Excel format for easy data export and printable on one legal sized page.
- LDC Survey data table by Region in Excel format for easy data export and printable on one legal sized page.
- LDC Survey data table by Customer Base in Excel format for easy data export and printable on one legal sized page.
- LDC Survey data table by Revenue in Excel format for easy data export and printable on one legal sized page.

In addition, we would like to thank you for your participation. As a result of the strong response, we are able to provide you with an informative and detailed survey that will help you in support of your organization's compensation programs.



The MEARIE Group 2012 Management Salary Survey Of Local Distribution Companies



Confidentiality

The MEARIE Group recognizes the importance of maintaining the security of your information and has developed the following policy that applies to all participants (and their delegates) in the Management Salary Survey, as well as Hay Group Limited (survey administrators) and The MEARIE Group.

All of the information collected through this survey has been treated with the utmost confidentiality. All data was submitted by way of password-protected files, and is stored on devices with restricted, password-controlled, access.

Data has been reported on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified/attributed. Standards for minimum number of data, as documented in Appendix D to this report, have been strictly enforced to ensure confidentiality. Neither Hay Group nor The MEARIE Group will release or disclose to any other person whatsoever any information pertaining to any individual LDC participant.

The data on which this report is based was provided by the LDCs who participated in the survey. While every effort has been made to "clean" the data received – using analytical tools to identify anomalies and contacting participants where data was incomplete or unclear – the data has not been independently verified. Neither Hay Group nor The MEARIE Group is responsible for the accuracy of the data submitted, nor any conclusions, decisions or actions made or taken based on the results reported herein.

Survey results are being reported only to those LDCs who participated in the survey and provided comprehensive data. The survey includes the following:

- Survey Report in PDF format
- Survey Report Addendum Position Reports in PDF format
- LDC Survey data by All Organizations in Excel format
- LDC Survey data by Region in Excel format
- LDC Survey data by Customer Base in Excel format
- LDC Survey data by Revenue in Excel format

Neither The MEARIE Group nor Hay Group will disclose, sell or otherwise share the results of this survey with organizations that have not participated in the survey.

Participants may not share the survey report/results with non-participant LDCs or any entity under any circumstances. The obligations of confidentiality set out in this policy are subject to the requirements of applicable law. The MEARIE Group will not be liable for breaches by participating LDCs of this disclosure policy.



The MEARIE Group 2012 Management Salary Survey Of Local Distribution Companies



1. Survey Overview

Survey benchmark positions

The survey covers 50 benchmark positions representing a cross-section of the functions within member organizations. For 2012, the benchmark positions were reviewed by a working group of LDC sector Human Resources professionals. Job profiles for each benchmark were developed and reviewed by the consultants and the HR group.

Senior Management	0000	President & CEO
	0001	Chief Operating Officer (COO)
	0002	Head of Operations and/or Engineering
	0003	CFO / Head of Finance
	0004	Head of Customer Service
	0005	Head of Regulatory Affairs
Administration	0006	Head of Human Resources
	1000	Executive Assistant
	1001	Administrative Assistant
Engineering	2000	Director Engineering
	2001	Engineering Manager and/or Distribution Engineer
	2002	Project Engineer
Operations	2003	Supervisor Engineering
	2500	Director Operations
	2501	Manager Operations
	2502	Manager Control Centre
	2503	Supervisor Control Centre
	2504	Supervisor Protection and Control
	2505	Supervisor Station Maintenance
	2506	Line Supervisor
	2507	Manager Meter Department
	2508	Supervisor Meter Department



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Supply Chain / Procurement	3000	Director Supply Chain Management
	3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet
	3002	Supervisor Stores/Inventory/ Warehouse
Accounting / Finance	4000	Controller or Director Finance
	4001	Manager Accounting
	4002	Manager Risk Management
	4003	Supervisor Accounting
	4004	Financial or Business Analyst
Customer Service	4005	Accountant
	5000	Director Customer Service
	5001	Manager Customer Service and/or Billing
	5002	Supervisor Customer Service and/or Billing and/or Collections
Communications	5500	Director Communications
	5501	Manager Communications
Regulatory Affairs	6000	Director Regulatory Affairs
	6001	Manager Regulatory Affairs
	6002	Regulatory Accountant
Conservation / Demand	7000	Settlement or Rate Analyst
	7001	Director or Officer, Conservation and Demand Management
	7002	Manager Conservation & Demand/Marketing
Information Systems	8000	Director Information Systems
	8001	Manager Information Systems and/or Security
	8002	Systems/Program Administrator or Applications/Systems Support Professional
Human Resources	9000	Human Resources Manager
	9001	Human Resources Generalist
	9002	Human Resources Coordinator
	9003	Payroll
	9004	Manager, Health & Safety



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Participants

All organizations in the LDC sector in Ontario were invited to participate in the survey. The following forty-nine (49) organizations submitted data:

- Bluewater Power Distribution Corporation
- Brant County Power Inc.
- Brantford Power Inc.
- Burlington Hydro Inc.
- Cambridge and North Dumfries Hydro Inc.
- Collus Power Corp.
- E.L.K. Energy Inc.
- Enersource Hydro Mississauga Inc.
- Entegrus Powerlines Inc.
- ENWIN Utilities Ltd.
- Festival Hydro Inc.
- Fort Frances Power Corporation
- Greater Sudbury Hydro Inc.
- Grimsby Power Incorporated
- Guelph Hydro Electric Systems Inc.
- Haldimand County Hydro Inc.
- Halton Hills Hydro Inc.
- Horizon Utilities Corporation
- Hydro Ottawa Limited
- Innisfil Hydro Distribution Systems Limited
- Kenora HE Corp. Ltd.
- Kitchener-Wilmot Hydro Inc.
- Lakefront Utilities Inc.
- Lakeland Power Distribution Ltd.
- London Hydro Inc.
- Midland Power Utility Corporation
- Milton Hydro Distribution Inc.
- Newmarket Tay Power Distribution Ltd.
- Niagara Peninsula Energy Inc.
- Norfolk Power Distribution Inc.
- Orangeville Hydro Limited
- Orillia Power Distribution Corporation
- Oshawa PUC Networks Inc.
- Ottawa River Power Corp.
- Peterborough Distribution Inc.
- PowerStream Inc.
- PUC Distribution Inc.
- Renfrew Hydro Inc.
- St. Thomas Energy Inc.
- Sioux Lookout Hydro Inc.
- Thunder Bay Hydro Electricity Distribution Inc.
- Tillsonburg Hydro Inc.
- Veridian Connections Inc.
- Wasaga Distribution Inc.
- Waterloo North Hydro Inc.
- Welland Hydro – Electric System Corp.
- Westario Power Inc.
- Whitby Hydro Electric Corp.
- Woodstock Hydro Services Inc.



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Participant Group Profile

All participants provided information regarding their organizational profile. The statistical references for the profile of the organizations are as follows:

Note that the figures below are reported as provided by the participating organizations. Hay Group and MEARIE Group have not independently verified or confirmed the values, especially with regard to whether the values reflect only the LDC business or include other business ventures.

Statistic	P25	P50	P75	Average *
Annual Operating Budget (\$ millions)	4.0	11.4	17.3	23.6
Number of Employees (full time equivalent)	27	49	117	103
Number of Customers	11,344	22,000	51,747	53,924
Gross Revenue (\$ millions)	20.0	47.4	110.6	137.5

Analyst's note: "average" values are near or above the 75th percentile for each of the data elements, indicating that there are a small number of organizations that are significantly larger than the rest of the population.

All organizations (49) noted that the fiscal year ends in December.



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2. Salary Administration

Salary Range Adjustments – 2011 & 2012

The most common month for adjusting salary ranges is January (approximately 62% of reporting organizations) followed by April (approximately 12% of reporting organizations).

Survey participants report adjusting their salary ranges in 2011 by an overall average of 2.6%.

Survey participants report having adjusted, or planning to adjust, ranges in 2012 by an overall average of 2.6%. For comparison, participants in the Hay Group “Compensation Trends” survey (conducted in June & July of 2012) reported average salary range adjustments of 1.7% for 2012 on a national basis, slightly lower than the 2.0% projected for 2012 in the previous year’s survey.

The salary range adjustments by employee level and overall are noted in the table below:

Year	CEO	Executive	Director	Management	Professional / Technical	Admin.	OVERALL
2011	2.8	2.9	2.5	2.6	2.5	2.6	2.6
2012	2.6	2.6	2.6	2.7	2.7	2.7	2.6

Salary Range Adjustments – 2013

The following table summarizes projected/anticipated salary range adjustments for 2013, as reported in a recent “Compensation Trends 2013” survey by Hay Group Limited:

Group	Private Sector - Industrials	Private Sector - Financials	Public Sector	OVERALL
Canada	2.1 %	2.0 %	1.8 %	2.0 %
Ontario – all employers	n/a	n/a	n/a	1.9 %
Ontario - LDC sector only				2.4 %



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Base salary increases – 2011 & 2012

The most common timing for adjusting salaries is January (approximately 55% of reporting organizations grant annual salary increases in that month) followed by July and “anniversary” of hire (approximately 12% of reporting organizations for each response).

Survey participants report adjusting actual salaries in 2011 by an overall average of 2.9%.

For 2012, survey participants reported average salary increases of 2.9% (already processed or planned/budgeted for the year). For comparison, participants in the Hay Group “Compensation Trends” survey (conducted in June & July of 2012) reported average base salary increases of 3.0% for 2012 on a national basis, slightly higher than the 2.8% projected for 2012 in the previous year’s survey.

The base salary adjustments by employee level are noted in the table below.

Year	CEO	Executive	Director	Management	Professional / Technical	Admin.	OVERALL
2011	3.2	3.3	2.7	2.8	2.7	2.8	2.9
2012	3.0	2.8	2.7	2.9	2.7	2.9	2.9

Base Salary Increases – 2013

The following table summarizes projected/anticipated salary increases for 2013, as reported in a recent “Compensation Trends 2013” survey by Hay Group Limited:

Group	Private Sector - Industrials	Private Sector - Financials	Public Sector	OVERALL
Canada	2.9 %	2.9 %	2.5 %	2.9 %
Ontario – all employers	n/a	n/a	n/a	2.6 %
Ontario - LDC sector only				2.7 %



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Incentive Programs

A majority of organizations (28 of 49 or 57%) indicated that they offer short term incentive pay opportunities to at least some portion of their employees.

Nineteen organizations provided information about their incentive plans.

- a. employee participation in short term incentive (STI) plans:
 - ten (10) of the organizations indicated that all employee groups participated in STI.
 - five (5) organizations had at least one STI plan that applied to employees from Admin through Management but may not include senior management and executive (i.e. senior officers covered by a separate plan for which details were not reported).
 - the data indicates that four organizations have STI plans for designated senior management and/or executives that do not extend to management and non-management staff.
- b. weighting of performance factors (corporate versus individual versus team/department performance) in the determination of individual bonus payments:
 - The average plan mix, by employee level, is provided in the table below. (Totals may not equal 100% due to rounding).

Performance Factor	CEO	Executive	Director	Management	Professional / Technical	Admin.
Corporate	52 %	39 %	38 %	38 %	32 %	39 %
Team / Dep't	8 %	12 %	11 %	11 %	13 %	9 %
Individual	39 %	49 %	52 %	52 %	55 %	52 %



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Incentive Programs (continued)

Threshold bonus payouts

Formulaic or “target based” bonus programs typically do not pay out until a minimum level of performance (corporate, team and/or individual) has been achieved— i.e. if the threshold performance is not achieved, there is no pay out. Once this threshold performance has been achieved, incentive plans will pay out a minimum level of bonuses; pay out levels typically then increase as performance/results increases, up to a “target” bonus rate when performance goals have been “met”.

Six (6) of the 28 organizations with incentive plans reported that they define minimum levels of performance required before any bonuses are generated; for five of these organizations, the bonus rate at the threshold performance was set at 50% of “target” bonus.

Maximum Bonus

Bonus programs are often designed such that there is a maximum level of payout, for example: if a position has a 10% bonus and the maximum payout is 200%, or 2x, then the maximum amount the employee can achieve regardless of performance, is 20% of their current base salary.

The average maximum bonus is provided by employee level in the table below:

Maximum Bonus Payout %	CEO (n = 10)	Executive (n = 11)	Director (n = 11)	Managemen t (n = 11)	Professional / Technical (n = 9)	Admin. (n = 9)
Average	138 %	148 %	148 %	150 %	150 %	164 %

While these figures reflect the information provided by participants, the differences in maximums are statistically insignificant due to the small number of participants. It is noted that 9 of the 12 organizations responding to this question indicated that the maximum bonus (as a % of target) is the same for all levels of employees, 1 indicated that maximums for executives were higher and 2 reported that the maximums were highest for lower level staff.



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In the broader market, it is more common to find higher maximum bonus levels (as a % of target) at higher levels of the organization, to reflect the greater influence on organizational performance that more senior roles are perceived to have.

Special (Project) Bonuses

Organizations were asked if they provide any project bonuses for participation in key / special projects – paid on successful achievement of specific milestones and/or on completion of the project – separate and distinct from annual incentive plans.

No organizations reported providing such bonuses.



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3. Benefit Policies

Car Benefit

The majority of organizations (36 of 49 or 73%) provide a car benefit to some level of employee.

The tables below summarize the value of car benefits, by position, where provided. An asterisk (*) indicates insufficient data to report:

		Company Owned Car (Value)	Monthly Lease Payment	Car Allowance
CEO	P75	*	*	825
	P50	33,500	905	600
	P25	*	*	475
	Average	34,375	928	695
	Number	4	4	28
Executive / VP	P75	*	*	750
	P50	*	557	505
	P25	*	*	388
	Average	*	579	579
	Number	2	4	16
Sr. Management / Director	P75	*	*	534
	P50	*	*	500
	P25	*	*	350
	Average	*	*	436
	Number	1	2	9

Six organizations reported providing an automobile benefit to specified positions below Senior Management. Specifically, five organizations provide use of a company-owned vehicle and one provides an allowance where the incumbent is required to be available for off-hours call-in, such as operations supervisors, line superintendents, engineers and meter supervisors.



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Mileage

The market statistics for mileage rates provided to employees as reimbursement for personal vehicle use is detailed in the table below.

N = 47	Mileage Reimbursement (¢ per km)
P75	53
P50	50
P25	47
Average	50

The most frequently reported mileage rate (9 organizations) is 52 cents per kilometer.

Perquisites

Club Memberships – Fitness

Nineteen organizations reported providing a subsidy for fitness club fees. Typical policy is to provide for reimbursement of a fixed percentage (either 50 or 100%) to a stated maximum amount per year. For seventeen (17) organizations, the same policy and maximum reimbursement applies regardless of job level; for two organizations, executives participate in a Discretionary Spending Plan that includes fitness, and so are not included in the reporting.

	Maximum Reimbursement per year
P75	\$ 275
P50	\$ 200
P25	\$ 150
Average	\$ 220

Club Memberships – Social

None of the organizations in the survey report having a separate policy/program for reimbursement of social club fees.



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Perquisites (cont'd)

Health Spending Account

Nine (9) organizations reported providing a Health Spending Account (i.e. discretionary spending within a defined range of serves/benefits).

Of the nine organizations, two (2) provide this perquisite to senior officers only while seven (7) provide an HSA at all levels (note that the survey did not cover administrative/clerical roles with regard to benefits). Of those seven, four (4) provide the same funding for all jobs levels while three (3) differentiate by job level.

	CEO	Executive	Director	Management	Professional / Technical
P75	2,000	2,000	1,000	625	625
P50	1,000	1,000	525	300	300
P25	300	300	289	250	238
Average	1.306	1.294	600	464	461
Number	9	9	8	7	7

2nd Opinion Medical Advice

Only one organization in the survey reported having a separate policy/program for this benefit.

Personal Financial/Legal Counseling

Five organizations reported that financial and legal counseling is available via their Employee Assistance Program, which is provided to all employees.

One organization reported that financial counseling is available as part of a Discretionary Spending Account provided to executives.



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Perquisites (cont'd)

Executive Medical Plan

Three (3) organizations reported providing enhanced medical coverage for executive levels only. Two organizations reported a maximum dollar value, while one organization reported that a specified group of test/procedures are available (without advising a dollar value).

Personal Computer / Cell Phone / Internet

Fifteen organizations provided information regarding policies and practices related to computers and internet.

The most common policies/practices are:

- Low/no interest rate loans to purchase computer equipment for personal / home office use, typically in the range of \$500 - \$1,500
- Provision of laptops for particular levels of employee, in addition to office desktop, to allow for mobile work (note: may be a perquisite if personal use of computer is allowed, but not a perquisite if for business use only)
- Reimbursement for cell phone and/or home internet connection for selected employees. (either full reimbursement or 50% reimbursement were both provided in the market place)
- Cash allowance intended to coverage cell phone and/or internet service

The value of these benefits varies dramatically by level within organizations and between organizations; the data does not lend itself to reporting of the value of typical practices.

Other Perquisites

Other programs/practices reported, by less than 4 organizations, include:

- In house fitness facility
- Discretionary spending accounts (executive levels only)
- Reimbursement of dues/fees for professional associations such as Engineers, Accounting (CGA/CMA/CA)



The MEARIE Group 2012 Management Salary Survey Of Local Distribution Companies



Perquisites (cont'd)

Enhanced Life Insurance Coverage for Senior Officers

Organizations were asked if, for senior level jobs, there was additional, employer paid, life insurance coverage for senior level officers. For example, if the typical life insurance plan was 1.5x employee salary, for senior level jobs, was this enhanced to above 1.5x to some greater number such as 2x, or even 3x ?

Nineteen organizations provided information about their basic/standard life insurance coverage. Of those nineteen, three (3) organizations reported that supplemental life insurance was provided – this number is insufficient to report details.

Unused Vacation

Organizations provided information about their policies and practices with regard to vacation time that was not fully utilized in the year in which it was earned.

Policy Re Carry Over	Number	%
Unused vacation entitlement at year end is paid out (vacation pay adjustment) – no carry over.	2	5%
Any/All unused vacation entitlement may be carried-over with no restrictions.	9	20%
Unused vacation entitlement may be carried over, subject to maximum total accumulated balance.	7	16%
A maximum amount of unused vacation may be carried over.	26	59%
Total	44	100%



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Maximum Number of Days of Carry Over	Number
No limit	10
One Year's Entitlement	2
75% of One Year's Entitlement	1
3 or more weeks	4
2 weeks	10
1 week	13
No information provided	2
Total	42

Note: some organizations reported variations to the above policies by job level (i.e. more senior officers may carry over a greater number of days) or by vacation eligibility (i.e. carry over 10 days if eligible for up to 3 weeks' vacation but 20 days if eligible for 4 weeks' vacation), and reported that exceptions are regularly made where workload or special projects caused the employee to be unable to fully utilize vacation time.

Time Limit for Utilizing Carried-Over Vacation Time	Number
No limit	10
One Year	15
Six Months	17
Total	42



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Educational assistance / reimbursement

Half of the participating organizations provided details with regards to education assistance/reimbursement policies ranging from eligibility criteria to pay back provisions.

The 2012 Survey focused on assistance for graduate programs (e.g. most commonly in business or engineering but may include any relevant discipline), rather than on broader educational assistance such as support for individual courses or undergraduate level programs.

Twenty seven organizations responded to this series of questions.

- Two organizations reported that they did not have a policy with regard to educational assistance for graduate level programs— it is anticipated that these organizations would address requests for assistance for graduate programs on a case by case basis
- Eleven organizations reported that they have formalized policies for educational assistance, but only two reported specific details regarding graduate level programs. Another eleven organizations reported that they have not formally documented an educational assistance policy but have a consistent approach.

With regard to criteria for supporting assistance, every employer with a formal or informal policy indicates that an academic program MUST be relevant to the employee's current job and function within the organization, and in the case of a post-graduate program must be relevant to the anticipated (or planned) career path for the employee. A small number of organizations reported a requirement that a career map and/or succession plan must be in place for the individual in order to support the investment in a graduate level program. Similarly, a number of organizations indicate that, due to the significant commitment involved, assistance for a graduate program requires approval from the CEO, regardless of the approval processes in place for other educational assistance requests.

Five (5) of the twenty-two organizations with formal or informal/undocumented policies indicated that assistance for graduate programs was restricted to certain segments of the employee population, by job/function and/or job level (e.g. management and above, senior management and above)

Nineteen (19) organizations provided information with regard to maximum education assistance available. Thirteen reported that they do not set maximum values, but consider each request for assistance on its own merits and benefit to the organization. Six organizations have established annual maximum amounts (ranging from \$1,500 to 25,000) and two of those have also established "lifetime"



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maximum amounts which are two or three times their annual maximum.

Most of the responding organizations have established policies (or practices) to address situations where an employee leaves the organization (voluntarily) within a relative short period after receiving educational assistance. The “pay-back” provisions for 21 organizations are summarized below:

Pay Back Provisions	Number	Comment
No policy	2	
At discretion of CEO – case by case basis	2	Requirement for and amount of pay back assessed based on individual circumstances such as position, length of service, etc
Pay Back is Not Required	3	
Policy in place – no details provided	2	
Policy in place – payback rate varies	3	Rate decreases with length of time between course and termination
Policy in place – 50% pay back required if termination occurs within a stated period of time from completion of program	2	Period = 1 year
Policy in place – 100% pay back required if termination occurs within a stated period of time from completion of program	7	Period varies from low of 1.5 years to high of 5 years
Total	21	



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4. Benchmark Position Survey Results

Survey Results

This section reports the information collected in aggregate values for each benchmark position. The values reported in this table reflect "all Ontario" data in that the data for all organizations matching to the position are included (regardless of size and geographic location).

Additional summaries, on a job by job basis, are provided in the accompanying "Addendum".

Detailed analysis, with expanded statistical data (i.e., including P25 and P75 data points) as well as analysis of survey results by geographic region, by customer base and by revenue, are reported in Excel files accompanying this report.



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ALL ORGANIZATIONS

Code	Survey Job Title	JOB MATCHES		COMPENSATION DESIGN						COMPENSATION ACTUAL				
		# orgs	Hay Pts	Salary Range			Target Bonus (%)	TOTAL CASH (job rate + target bonus)		Base Salary		Actual Bonus %	TOTAL CASH (base salary + actual bonus)	
				Minimum	Job Rate	Maximum		P 50	AVG	P 50	AVG		P 50	AVG
				P 50	P 50	P 50	P 50	P 50	P 50	P 50	P 50	P 50	P 50	P 50
0000	President & CEO	43	1292	139,500	160,700	172,200	25%	165,100	203,100	165,000	176,500	8%	162,100	205,400
0001	Chief Operating Officer	14	904	131,000	143,800	155,500	25%	162,000	191,100	142,000	158,400	5%	158,700	189,000
0002	Head of Operations and/or Engineering	31	830	106,900	125,700	135,900	5%	128,300	139,700	123,600	127,700	1%	131,700	137,800
0003	CFO / Head of Finance	44	729	109,000	130,000	137,600	20%	133,400	152,700	133,300	136,900	13%	140,800	151,900
0004	Head of Customer Service	22	667	95,500	111,800	118,500	5%	116,600	124,600	111,300	121,700	10%	110,700	135,300
0005	Head of Regulatory Affairs	8	897	124,000	141,800	152,600	20%	170,100	184,000	141,000	144,100	14%	151,200	147,100
0006	Head of Human Resources	17	775	102,100	121,900	121,900	20%	133,200	139,700	125,300	124,200	17%	133,600	142,700
1000	Executive Assistant	35	242	56,400	66,800	72,700	5%	69,600	72,100	69,300	71,100	4%	72,900	72,700
1001	Administrative Assistant	20	169	48,400	57,800	61,300	4%	59,700	58,000	59,200	56,800	3%	60,100	57,900
2000	Director Engineering	13	682	104,300	118,200	119,100	5%	122,400	133,600	118,700	122,900	8%	122,500	130,700
2001	Engineering Manager and/or Distribution Manager	28	580	89,000	105,000	110,300	9%	112,000	118,400	102,700	103,900	7%	105,800	118,900
2002	Project Engineer	12	448	74,600	92,500	96,500	9%	94,500	92,400	89,300	86,500	6%	94,500	88,400
2003	Supervisor Engineering	19	421	76,500	89,600	94,800	8%	94,500	94,600	90,300	89,800	6%	94,400	93,500
2500	Director Operations	13	640	95,000	110,000	126,500	5%	115,500	128,000	116,800	119,900	6%	116,800	127,400
2501	Manager Operations	23	516	86,000	101,500	106,000	10%	104,500	107,300	102,900	103,000	5%	105,100	106,500
2502	Manager Control Centre	7	539	89,100	107,000	113,800	10%	117,700	114,700	109,000	106,100	10%	116,500	116,600
2503	Supervisor Control Centre	12	444	80,000	93,600	98,700	8%	95,400	98,500	96,100	97,200	5%	98,500	100,000
2504	Supervisor Protection & Control	5	536	84,800	96,300	111,400	*	96,300	104,400	94,500	98,000	*	94,500	102,600
2505	Supervisor Station Maintenance	12	414	75,600	92,700	103,200	9%	97,800	100,600	93,100	94,800	6%	94,900	91,400
2506	Line Supervisor	39	366	75,600	89,800	93,100	7%	91,800	91,700	91,300	90,900	4%	92,500	93,200
2507	Manager Meter Department	14	545	88,900	105,300	111,100	8%	112,500	111,200	102,700	104,000	7%	110,200	110,200
2508	Supervisor Meter Department	16	380	75,100	88,900	91,400	6%	91,800	93,100	88,300	89,700	6%	90,100	92,400
3000	Director Supply Chain Management	4	668	98,000	113,600	128,800	*	130,700	124,500	122,700	118,900	*	142,900	134,100
3001	Manager Procurement/Inventory/Facilities/Fleet	17	406	79,300	91,500	102,200	9%	95,500	99,700	90,600	93,800	5%	99,500	98,600
3002	Supervisor Stores/Inventory/Warehouse	9	342	67,000	83,700	89,900	6%	89,900	86,100	79,600	81,800	6%	81,800	84,700



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ALL ORGANIZATIONS

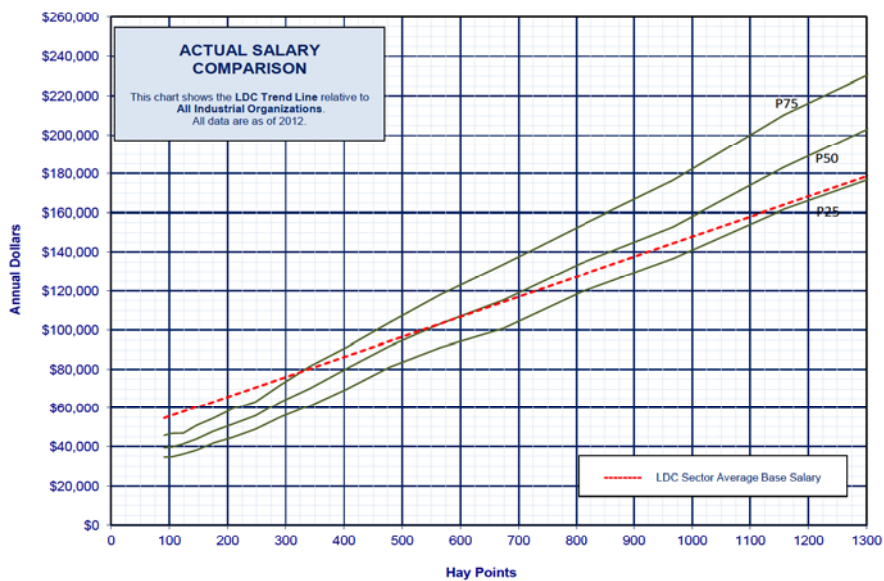
		JOB MATCHES		COMPENSATION DESIGN					COMPENSATION ACTUAL					
Code	Survey Job Title	# orgs	Hay Pts	Salary Range			Target Bonus (%)	TOTAL CASH		Base Salary		Actual Bonus %	TOTAL CASH	
				Minimum	Job Rate	Maximum		(job rate + target bonus)					(base salary + actual bonus)	
			P 50	P 50	P 50	P 50	P 50	P 50	P 50	AVG	P 50	AVG	P 50	P 50
4000	Controller or Director Finance	18	591	88,000	102,800	119,000	13%	106,900	120,000	105,200	107,100	9%	112,500	115,500
4001	Manager Accounting	24	479	77,000	95,900	99,700	8%	96,600	99,300	96,300	95,400	6%	100,200	99,300
4002	Manager Risk Management	3	*	*	*	*	*	*	161,200	*	138,500	*	*	161,200
4003	Supervisor Accounting	12	363	67,200	83,100	90,100	5%	83,900	85,200	80,000	81,200	6%	80,700	84,000
4004	Financial or Business Analyst	14	342	68,500	83,600	89,100	5%	85,600	84,400	79,200	77,500	5%	81,900	80,600
4005	Accountant	10	303	63,300	75,500	79,300	5%	76,300	78,100	74,000	75,500	6%	75,600	78,000
5000	Director Customer Service	9	611	88,900	110,000	122,000	10%	112,200	116,100	110,900	105,300	9%	115,600	115,700
5001	Manager Customer Service and/or Billing	22	443	75,600	89,200	97,000	9%	91,400	96,200	88,800	88,800	6%	91,100	92,500
5002	Supervisor Customer Service / Billing / Collections	26	348	65,300	80,900	82,600	5%	83,000	82,800	78,700	78,700	4%	79,000	80,900
5500	Director Communications	5	652	107,900	135,100	147,000	16%	152,700	151,900	136,100	130,000	15%	150,100	148,200
5501	Manager Communications	8	400	77,000	91,800	104,000	10%	99,500	99,700	87,600	89,000	9%	96,300	94,900
6000	Director Regulatory Affairs	8	763	100,300	125,300	147,100	15%	142,500	142,300	129,200	127,600	14%	144,100	141,800
6001	Manager Regulatory Affairs	17	451	74,700	91,500	94,200	8%	94,200	94,500	89,600	89,800	8%	93,900	93,900
6002	Regulatory Accountant	16	393	66,300	77,400	81,600	7%	78,000	80,600	76,900	76,400	5%	76,900	78,500
7000	Settlement / Rate Analysis	11	342	70,900	86,800	88,700	5%	91,000	89,500	85,900	85,300	6%	86,000	88,000
7001	Director/Officer, Conservation and Demand Management	10	690	93,600	114,900	126,400	15%	127,500	120,700	114,200	111,700	8%	125,900	122,700
7002	Manager, Conservation and Demand / Marketing	23	393	69,100	79,100	86,000	9%	83,400	85,900	83,300	82,700	7%	85,300	85,400
8000	Director Information Systems	16	738	101,700	125,400	127,200	15%	137,200	135,500	123,400	124,100	11%	136,900	136,400
8001	Manager Information Systems & Security	18	479	79,200	95,600	99,700	8%	98,200	99,800	94,800	97,500	8%	98,900	102,100
8002	Systems/Program Administrator or Applications/System	22	342	65,900	78,200	83,000	5%	81,900	82,400	81,500	80,800	4%	86,100	83,000
9000	Manager Human Resources	9	534	88,800	106,700	112,400	10%	113,000	110,500	104,000	100,800	7%	104,000	105,700
9001	Human Resources Generalist	13	323	65,100	78,800	81,400	6%	79,200	82,700	78,400	77,800	4%	79,200	80,600
9002	Human Resources Coordinator	10	248	54,000	66,100	69,700	8%	66,400	68,600	64,100	63,100	6%	65,600	66,000
9003	Payroll	18	242	57,000	67,000	71,600	4%	69,300	72,200	67,600	70,000	3%	68,700	71,800
9004	Manager Health & Safety	22	406	78,800	92,600	92,700	7%	92,700	97,500	92,300	95,700	5%	93,000	99,600



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Comparison of LDC Sector Trend Line to "All Industrial Organizations" (from Hay Group Canadian Compensation Database)

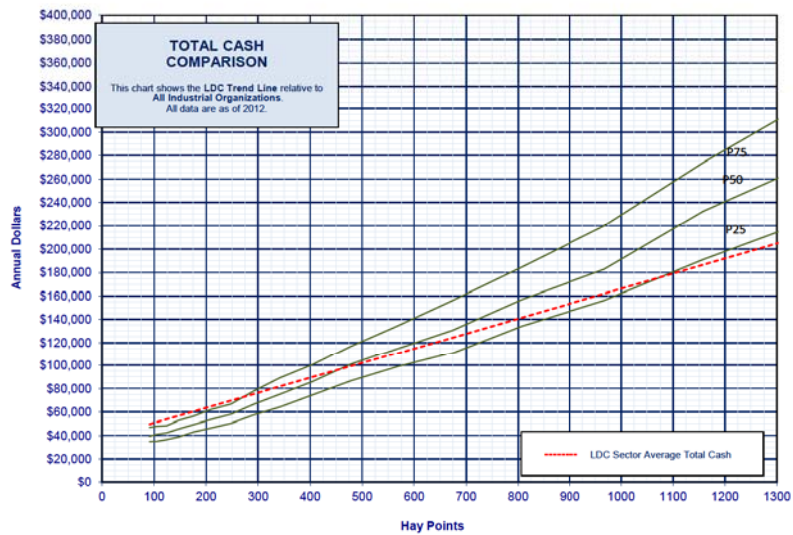




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Comparison of LDC Sector Trend Line to “All Industrial Organizations” (from Hay Group Canadian Compensation Database)





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APPENDICES



The MEARIE Group 2012 Management Salary Survey Of Local Distribution Companies



A. Survey Methodology

A brief profile was developed for each benchmark position. These profiles were incorporated into a survey package and distributed to each participant along with a data submission spreadsheet requesting data on survey benchmark positions, as well as the organization's profile and selected salary administration & benefits policies.

Participants matched their jobs to the profiles and provided data for each position, where applicable. For each position where an organization submitted more than one match, the data were aggregated and an average figure was used for that organization. By using this methodology, all organizations carry equal weighting, and no one single organization excessively influences the market statistics by virtue of the size of its employee population.

Once the completed surveys were returned to Hay Group, participants were contacted for data verification as necessary. Hay Group also initiated a number of follow-up actions to clarify information provided by the participants. All of the matches submitted by the participants were reviewed by Hay Group to determine their appropriateness versus the job profiles and the market. If deemed inappropriate, the matches, or outlier data, were removed from the survey results.

Where possible, organization charts or details regarding reporting relationships were provided to Hay Group to enable understanding of the roles. From the job match information, plus a review of organization charts and other contextual information provided, Hay Group has estimated at which Hay Reference Level each organizations' roles fall to facilitate point-based comparisons.



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B. Definitions – Compensation Elements

Salary Range

Minimum	The lowest salary/rate that the organization is prepared to pay for an incumbent in the position. May be the starting salary for inexperienced/non-qualified hire.
Job Rate / Control Point	Typically the midpoint of the salary range, intended to reflect the salary the organization is prepared to pay for sustained competent performance by a fully trained / qualified incumbent.
Maximum	The highest point in the salary range (or step progression). Note: might be the same as "job rate".

Short Term Incentive

Short Term Incentive (STI) refers to any incentive arrangement designed to reward an individual for performance/results achieved over a performance cycle/period of up to one year.

Target	Target bonus is the level of award (either a % of salary or a fixed dollar amount) that an employee in this position would expect to receive if all corporate, team and individual performance goals are "met" (as planned). This rate/amount is often communicated to employees as part of the incentive/bonus plan design, e.g. "the target bonus for jobs in grade/band 6 is 8% of salary".
Discretionary	Discretionary plans have no target bonus rate and pay out at the end of the year at the discretion of executive/board.

Current Salary

The amount paid for work performed on a regular, ongoing basis.
Does not include variable bonus or incentive payments, sales commissions, shift premiums, or overtime payments.

Actual STI (Paid)

Total of all STI awards paid to the incumbent(s) for performance/results over the latest completed fiscal year.
May be paid during the year or after year end. (Note: recorded and reported on an annual basis)



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C. Definitions – Statistical Elements

Market data are reported using the following statistics:

	Definition	Reporting Requirement (# of Observations Necessary to Report)
P90	90th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 10% of the observations would fall above the 90 th percentile and 90% would fall below	11
P75	75th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 25% of the observations would fall above this value and 75% would fall below	7
P50	50th percentile, also referred to as “median” If all observations were sorted and listed from highest/largest to lowest/smallest, 50% of the observations would fall above this value and 50% would fall below	3
P25	25th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 75% of the observations would fall above this value and 25% would fall below	7
P10	10th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 90% of the observations would fall above this value and 10% would fall below	11
Average	The arithmetic mean of all values, calculated by adding up all of the values and dividing by the number of observations.	3



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D. Benchmark Position Profiles

Job Title	Description
President & CEO	Directs the development of short and long term strategic plans, operational objectives, policies, budgets and operating plans for the organization, as approved by the Board of Directors. Establishes an organization hierarchy and delegates limits of authority to subordinate executives regarding policies, contractual commitments, expenditures and human resource matters. Represents the organization to the financial community, industry groups, government and regulatory agencies and the general public.
Chief Operating Officer (COO)	Highest ranking operations position. Reporting to the President/CEO, directs the operational elements of the organization, could include operations & engineering, customer services, metering and information technology. Develops the short and long term strategic plans, directs the development of operational objectives, policies, budgets for his/her areas of accountability. The position reports directly to the President/CEO.
Head of Operations and/or Engineering	Highest ranking operations/engineering position. Reporting to COO or President. Directs both the operations and engineering functions. Develops the short and long term strategic plans, formulates and implements plans, budgets, policies and procedures to facilitate and improve processes. Establishes clear controls, objectives and measures to ensure safe and appropriate delivery of power and power related services. Evaluates the feasibility of new or revised systems or procedures and oversees operations and engineering to ensure compliance with established standards.
CFO / Head of Finance	Highest ranking financially-oriented position within the company. Reporting to the President & CEO, this strategic role plans directs and controls the organization's overall financial plans, policies and accounting practices and relationships with lending institutions, shareholders and the financial community in mid to large organizations. Provides advice and guidance for the Board of Directors on financial matters. May direct such functions as finance, general accounting, tax, payroll, customer billing, regulatory affairs, and information systems and may be responsible for Administration functions. Normally possesses a CA, CMA or CGA designation.
Head of Customer Service	The highest-ranking customer service position in the utility. Provides direction for all departmental activities, services and practices, including customer care/call centre, billing, credit and collections. Accountable for the development, implementation and integration of all customer service related activities to achieve a competitive advantage through customer driven initiatives and strategies. Directs and oversees the implementation of customer service standards, policies and procedures; manages and coordinates budgets.
Head of Regulatory Affairs	Represents the organization on quality and regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Keeps abreast of on-going developments in regulatory practices affecting electrical distribution utilities. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO). Generally reports to President & CEO or a senior executive.
Head of Human Resources	The highest-ranking human resources position in the organization. Provides direction, support and alignment of organization-wide Human Resources practices and systems with the business in terms of mission, vision and the strategic imperatives. Ensures that existing needs and future demands of internal customers are met through a cost effective and efficient HR services. Directs HR management and staff in the development and implementation of Human Resources strategy, policies and programs covering employment, negotiations & labour relations, training, compensation, organization development, performance management, benefits and may include health & safety. Provides coaching and counsel to the executive and Board of Directors.



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Administration

Executive Assistant	Performs advanced, diversified and confidential administrative duties requiring broad knowledge of organizational policies and practices. Initiates and prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings and travel itineraries. In some cases, may have responsibility for routine HR and administrative services. Records, prepares and distributes minutes of meetings, including Board of Director minutes. Reports to the President & CEO and may provide support to other executives.
Administrative Assistant	Performs advanced, diversified and confidential administrative duties for executives and/or senior management, requiring broad and comprehensive experience and knowledge of organizational policies and practices. Prepares correspondence, reports, either routine or non-routine. Screens telephone calls and visitors and resolves routine and complex inquiries. Schedules appointments, meetings and travel itineraries. Reports to a senior executive or executive team.

Engineering

Director Engineering	Plans and directs the overall engineering activities and engineering staff of the organization. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes. Coordinates the creation, development, design and improvement of the organization's projects and products in conformance with established programs and objectives. Oversees plans, resources and budgets of the department aligned with business strategy.
Engineering Manager and/or Distribution Engineer	Supervises and directs the work of an engineering division such as distribution, line design, transmission planning, distribution planning and/or civil engineering. Responsible for engineering work involving a wide scope of assignments. Handles personnel coordination and issues of the division, prepares estimates, specifications and designs, including the supervision, planning and scheduling of work within the division – Requires a P. Eng. <u>OR</u> Supervises engineering technicians or service technicians. Directs and coordinates the activities, schedules and projects of the construction and maintenance group of those involved with the distribution of electrical power from transformer substations, construction and maintenance of distribution systems. Consults with other department management on plant design, construction and maintenance. Prepares monthly operating reports, budget estimates, and work and materials specifications. Reviews and approves material requisitions, work authorizations and drawings for facilities. Requires a P. Eng.
Project Engineer	Non-supervisory position. Directs and coordinates activities related to utility engineering project work, such as smart grid systems, renewables, large utility projects, asset renewal, etc. Requires a P. Eng.
Supervisor Engineering	Supervises a small technical work group which may include CAD operators and/or engineering technicians. Coordinates the development and maintenance of engineering and construction standards and systems (GIS, AM/FM, CAD). Organizes, stores and maintains the integrity of hard copy file records, digital formats and mapping standards. Normally requires a C.E.T. or A.Sc. T. Typically reports to an engineering manager.



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Operations

Director Operations	NOT the head of function. Plans and directs all operations functions (no engineering responsibility), of the utility. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes and establishes clear controls, objectives and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Evaluates the feasibility of new or revised systems or procedures and oversees operations to ensure compliance with established standards.
Manager Operations	NOT the head of function. Supervises, co-ordinates, directs, schedules and controls the construction, maintenance and personnel of the division, including budgets, transportation, equipment and material requirements and fleet management. Division responsibilities include construction, maintenance and repair of all overhead transmission, overhead and underground distribution and may include coordination of tree trimming for geographical area assigned to the division. In smaller utilities, a professional engineer may fill this role.
Manager Control Centre	Supervises, co-ordinates, directs, schedules and controls the control centre and technical staff. Provides leadership in the planning and coordination of the control centre relative to safety, reliability and control of the distribution system. Is responsible for budgets, and the direct operations of the control centre approving system outages, switching and maintenance requirements to maintain and improve system reliability.
Supervisor Control Centre	Directs and supervises control centre technical staff. Provides planning and coordination of control centre scheduling and maintenance required for the safe, reliable operation and control of the distribution system, including the authorization of the operation of system devices, equipment and control access to electrical plant and substations. Approves and coordinates system outages and switching as required for maintenance and system reliability. Oversees power interruptions and emergencies with dispatch staff to affect corrective measures for isolation, emergency repairs and restoration purposes. Monitors feeder load profiles.
Supervisor Protection and Control	Responsible for the management of all Protection & Controls activities related to the installation, maintenance and commissioning of: Protective Relaying Schemes and Station Automation Systems; SCADA System, Visual Display System and Remote Terminal Units; Operations Ethernet and system-wide Area Communications Networks; Distribution Automation Systems, Sectionalizing Devices and Remote Supervisory Controlled Devices. Prepares and administers reports, budgets, Policies and Procedures, record keeping systems.
Supervisor Station Maintenance	Responsible for the planning, coordinating both maintenance and installation of substations, as well as ensuring reliability of the underground plant, through testing and troubleshooting. Supervises, coordinates and schedules the activities of Station Maintenance Electricians and Protection and Control Technicians, Reviews work assignments, daily logs, reports and orders. Co-ordinate crews and plan jobs, assigns work per shift, long-term work and shift coverage to ensure the smooth flow of routine work and that all shifts are covered.
Line Supervisor	Coordinates and directs the lead journey person and/or crews in the construction and maintenance of distribution lines and equipment (overhead and/or underground). Works with lead journey person to develop plans and schedules required in directing and assigning a crew or crews of skilled trade staff in performing construction, maintenance and operation of the distribution system lines in a safe and efficient manner. Supervises and coordinates subcontractors engaged in planning and executing work procedures, interpreting specifications and managing construction.
Manager Meter Department	Supervises the overall operations of the Meter department, prepares budgets, directs the purchase and maintenance of equipment and technology related to the department. Provides direction on the supervision of meter staff, the assignment of work and productivity of staff. Supervises the work related to interactions with electronic meter programming and interaction with/or the operation of the MV90 or similar data collection systems.



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Supervisor Meter Department	Responsible for overall operation of the Meter department, including operations, budgeting and supervision of meter technicians or other operations staff. Assigns, monitors and inspects the daily work and productivity of the staff in metering operations to ensure timely delivery of services, maintenance of equipment and identification of issues. Develops work plans for the department that include supervising meter re-verification, new meter installs, record maintenance and monitoring of meter maintenance, damage, reporting and theft issues. Ensures compliance with technical standards for equipment. Responsible for electronic meter programming and interaction with/operation of an MV90 or similar data collection system.
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Supply Chain / Procurement

Director Supply Chain Management	Responsible for the overall operation of the Procurement, Inventory, Fleet and/or Facilities programs and initiatives in the organization. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes and establishes clear controls, objectives and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Oversees the establishment of user service level agreements, and provides contract management expertise and acts as a resource for contract negotiation, review and approval. Directs the effective capital acquisition and maintenance of the corporate fleet and/or directs the effective maintenance and capital investment of the organizations facilities and assets.
Manager Procurement and/or Inventory and/or Facilities and/or Fleet	Responsible for all purchasing and/or inventory and/or facilities and/or fleet for all areas of the utility. Negotiates vendor agreements and manages the tender process. May also be responsible for stores and inventory control in the warehouse. Is responsible for budgets, policies and procedures and directs the work of the purchasing or buyers and/or stores and/or facilities and/or fleet personnel. Works with the organization in setting partnership relationships to understand and meet the needs of the organization, its operations and risk associated with the effective and efficient operations of the company.
Supervisor Stores/Inventory/Warehouse	Supervises inventory control, records and stores operation. Orders material to maintain on-hand quantities with procurements approval. Responsible for testing safety equipment, i.e., hoses, blankets, gloves, etc., small tool and equipment repair and reconditioning. Assists procurement department in the sale of obsolete equipment and material.

Accounting / Finance

Controller or Director Finance	NOT the head of function. Responsible for all financial reporting, accounting and record keeping functions. Directs the establishment and maintenance of the organization's accounting and finance principles, practices and procedures for the maintenance of its fiscal records and the preparation of its financial reports. Directs general and property accounting, cost accounting and budgetary control. Appraises operating results in terms of costs, budgets, operating policies, trends and increased profit opportunities. Reports to a CFO/VP Finance.
Manager Accounting	Manages the general accounting functions and the preparation of reports and statistics reflecting earnings, profits, cash balances and other financial results. Formulates and administers approved accounting practices throughout the organization to ensure that financial and operating reports accurately reflect the condition of the business and provide reliable information. Reports to Controller/Director Finance or CFO/VP Finance.
Manager Risk Management	Responsible for risk management activities including cash flow management, credit facilities management, insurance and support for credit and collection policies throughout the corporation. May be responsible for ensuring that cash liquidity risk is managed in an appropriate fashion such that bank account balances are sufficient to meet operational, capital expenditures and debt servicing requirements while minimizing short-term borrowings or surplus investing. Provides leadership in the developing new and refining existing risk management policies to respond to changes in risk tolerances and business conditions and as financial risks are better understood in accordance with industry best practices. Reports to Head of Finance or COO or CEO.



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Supervisor Accounting	Coordinates activities of the payable/receivable clerks. Supervises accounts payable and receivable transactions, entries and trial balances; responsible for the accuracy of all journal entries and reconciliation of invoices; updates credit department on account status.
Financial or Business Analyst	Conducts analysis of information for budgeting, investment and financial forecasts; applies principles of accounting to analyze past and present financial operations; estimates future revenues and expenditures; prepares budgets; develops and maintains budgeting systems; processes and prepares business transactions and reports, reconciles ledgers and sub-ledgers, cash flow projections, entry of source documents. Holds a financial designation, either CA, CMA or CGA.
Accountant	Supports the organization decisions through financial information and relevant analysis. Ensures the integrity between the CS work order systems and general ledger system is maintained. Initiate corrective measures when discrepancies occur between the systems. Collects and combines information for the decision making process by management, including financial statements and special projects as assigned (e.g. preparation of rate submission supplemental information).

Customer Service

Director Customer Service	NOT the head of function. Provides direction for all departmental activities, services and practices, including customer care/call centre, billing, credit and collections. Accountable for the implementation and integration of all customer service related activities. Oversees the implementation of customer service standards, policies and procedures; manages budgets; manages activities of CS managers and/or supervisory staff.
Manager Customer Service and/or Billing	NOT the head of function. Manages a team of customer service and/or billing representatives in providing information, receiving and responding to customer inquiries, complaints or requests. Develops and maintains customer information systems, processes and procedures including billing, credit, deposits and collections. Liaises with representatives of other organizations and customer groups to share information and resolve administrative, organizational and technical problems. Responds to elevated customer complaints. This function may also be responsible for coordinating meter installation/maintenance, residential electric service connections, and service calls.
Supervisor Customer Service and/or Billing and/or Collections	Supervises customer service representatives (billing clerks and/or collections clerks) and coordinates customer service programs within the framework of established customer service policies. Schedules and organizes staff to accommodate anticipated workflow from bill inquiries, delinquent accounts, re-connections and disconnections, customer deposits, etc. Recommends corrective steps to address customer issues and refers unique issues to manager for response.

Regulatory Affairs

Director Regulatory Affairs	NOT the head of function. Supports the VP or may represent the organization on regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for or supports the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO).
Manager Regulatory Affairs	NOT the head of function. Manages the organization's regulatory staff, programs and activities to ensure compliance. Assists the organization on quality and regulatory matters before government agencies, providing research and analyses. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Coordinates the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO).



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Regulatory Accountant	Ensures that the accounting activities for regulatory financial reporting are in compliance with all Ontario Energy Board (OEB) policies and guidelines. Act as a key resource to provide expert advice and recommendations in the implantation of all OEB, OPA and IESO codes and regulations in order to ensure corporate compliance. Track and reconcile all OEB accounts, including business rationale for changes in balances, cost side of accounts subject to prudence review (i.e. conservation, smart meters) and the cost side of Ontario Power Authority (OPA) programs.
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Conservation / Demand

Settlement or Rate Analyst	Responsible for recording, creating, analyzing, processing and reconciling metering data. Operates and administers an MV-90 or similar data collection system, downloading, validating, editing, estimating and processing interval meter-related information. Has in-depth understanding of commercial billing practices, the IMO and the OEB's Retail Settlement Code. Analyses rates using rate sensitivity models and develops appropriate rate structures, using the specific models.
Director or Officer, Conservation and Demand Management	This position is responsible for planning, coordinating, evaluating and delivering energy and water conservation and demand management programs. Develops plans for programs in accordance with the OEB's conservation and demand management code to ensure achievement of OEB mandated energy consumption and demand conservation targets.
Manager Conservation & Demand/Marketing	Responsible for managing the development and implementation of CDM initiatives as well as the marketing communications expertise and support required for the successful delivery of the company's Conservation and Demand Management (CDM) programs. Marketing communication plans may include, but are not limited to advertising, media conferences, program launch events, workshops, event displays. Liaising with, as needed, senior marketing and/or communications personnel representing organizations and groups involved in conservation and sustainability including, but not limited to, the Ontario Power Authority (OPA), the Ontario Energy Board (OEB), Ministry of Energy, municipal and regional governments, etc.

Information Systems / Technology

Director Information Systems	Accountable for operations and alignment of the Information and Telecommunication Systems with the business in terms of organization objectives and imperatives. Ensures that existing needs and future demands of internal and external customers are met through a cost effective and efficient information and telecommunication infrastructure. Oversees IS management in areas of computer operations, systems planning, design, security, programming and telecommunications. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, strategy, budgets and resource requirements. Typically reports to President & CEO, or CFO.
Manager Information Systems and/or Security	Manages and directs staff in areas of computer operations, systems planning, design, security, programming and telecommunications. Develops and maintains systems standards and procedures and assigns work to department staff. Reviews and evaluates project feasibility and needs based upon management's and business requirements and priorities. Develops departmental plans, project plans, budgets and resource requirements.
Systems/Program Administrator or Applications/Systems Support Professional	Responsible for maintenance of software systems including system analysis, programming and design, updates and changes. Makes a preliminary study of new applications and recommendations to implement them, including hardware and software. Troubleshoots and corrects problems in existing programs, other than normal problems, usually caused by changes of software or hardware.



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Human Resources

Human Resources Manager	NOT the head of function. Develops and implements human resources programs, including compensation, benefits, recruitment, performance management, labour relations/negotiations, training and development, assists in policy development, HR planning, record keeping or payroll etc. May supervise a team of HR professionals or support staff. Reports to a senior HR professional (Director or VP or equivalent).
Human Resources Generalist	Assists in the development and implementation of human resources policies and programs by providing support and guidance to managers and employees in the areas of compensation, labour relations, employee relations, performance management, benefits, recruitment, training and HRIS systems. Acts as a business partner to the organization in the areas of human capital. May assist in the preparation of negotiations.
Human Resources Coordinator	Administrative support to one or more functional areas of HR and/or Safety. Processes, coordinates and enters into a HRIS or other system, a variety of documents including employment applications, benefits, compensation and payroll changes and confidential employee information. Responds to routine employment questions and distributes and maintains manuals and employee program communications.
Payroll	Performs the payroll coordination and administration. Maintains the organizations internal or external payroll system. Prepares monthly requisitions for WSIB, Employee Health Tax, Receiver General, OMERS Pension and Union Dues. Administers employee pension program and provides pension calculation estimates as requested. Reconciles monthly payroll for year-end finance procedures. Prepares annual T4's and T4A's and OMERS Pension and responds to inquiries from employees and pensioners regarding the pension plan.
Manager, Health & Safety	Accountable for the development and implementation of occupational health, safety and environmental programs, including training, maintenance of safe working conditions, investigation and reporting of workplace accidents. Also identifies areas of potential risk and makes recommendations to reduce or eliminate potential accident or health hazards in compliance with government regulations.

Communications

Director Communications	Directs the development, management and execution of internal and external corporate communications strategies for the company, and marketing and public relations initiatives. Acts as the Chief Spokesperson for the organization. Leads the management and development of the corporate brand and identity. Oversees the development, production and distribution of corporate publications including, but not limited to, the annual report, customer newsletters, information brochures, bill inserts, CDM/Green marketing materials, employee newsletters and media releases. Directs the development and management of the company's external (corporate internet site) and internal (corporate intranet site) web presence and strategy. Oversees the management and execution of internal and external corporate events as well as community-relations activities such as sponsorship and donation programs.
Manager Communications	Responsible for managing the development and implementation of all customer communications initiatives as well as the marketing communications expertise and support required for the successful delivery of the company's CDM and customer communications materials/systems. Communication materials may include, but are not limited to, customer newsletters, information brochures, bill form design, employee intranet, LCD information monitors, and website communications. Working in conjunction with Regulatory Affairs, develop materials or other communication methods to communicate regulatory changes/issues that may directly impact the customer. Manages event planning for internal and external company events.