

CURRICULUM VITAE OF ANDREW BARRETT

VICE PRESIDENT, REGULATORY AFFAIRS

RESPONSIBILITIES:

As Vice President, Regulatory Affairs, Mr. Barrett's responsibilities include:

- The development and execution of OPG's regulatory strategy.
- Directing the company's interactions with economic regulators and reliability organizations in Canada and the United States, including the Ontario Energy Board ("OEB"), the Market Surveillance Panel ("MSP"), the National Energy Board ("NEB"), the Independent Electricity System Operator ("IESO"), and the Ontario Power Authority ("OPA") in Canada. In the United States, the Federal Energy Regulatory Commission ("FERC") and the North American Electric Reliability Council ("NERC").

EDUCATION:

McMaster University,	1995 - MBA (Finance/Accounting)
University of Waterloo,	1986 - Bachelor of Applied Sciences (Civil Engineering)

EXPERIENCE:

1998 – Present	Ontario Power Generation Inc., Ontario Hydro
1993 - 1998	Ontario Energy Board, Manager Applications / Financial Monitoring
1990 - 1993	Advisor on natural gas and transportation issues, Ontario Ministry of Energy
1986 - 1990	Various engineering and planning positions at TransCanada Pipelines Ltd. and Union Gas Ltd.

MEMBERSHIPS:

Professional Engineers of Ontario
Vice Chair, Northeast Power Coordinating Council, Inc. ("NPCC")

CURRICULUM VITAE OF JOHN BLAZANIN

DIRECTOR CONTROLLERSHIP NUCLEAR FINANCE

RESPONSIBILITIES:

As Director Controllership Nuclear Finance, Mr. Blazanin's responsibilities include:

- Business Planning and financial target setting for the Nuclear Operations fleet and Nuclear Projects.
- Operational and financial performance reporting for Nuclear Operations and Nuclear Projects.
- Providing Controllership support for several OPG nuclear business units.
- Management of the project investment portfolio and representing Finance on the Asset Investment Screening Committee.

EDUCATION:

University of Waterloo, 1986 – Bachelor of Arts, Economics

EXPERIENCE:

1986 - present	Ontario Power Generation, Ontario Hydro
2013 – present	Director Controllership, Nuclear Finance
2006 – 2013	Director Business Support, Pickering Nuclear
2002 – 2006	Controller, OPG Nuclear Support
1997 – 2002	Manager Finance, Pickering B Nuclear
1986 – 1997	Various analyst positions within Finance

CURRICULUM VITAE OF NICOLLE BUTCHER

PROJECT EXECUTIVE, BUSINESS TRANSFORMATION (ACTING)

RESPONSIBILITIES:

As Project Executive, Business Transformation, Ms. Butcher's responsibilities include:

- Lead a cross-business unit team responsible for overseeing the Business Transformation project including:
 - Leading a team of representatives from the Business Units accountable for driving the business transformation within each business unit
 - Managing and facilitating deployment processes for both Society and PWU
 - Overseeing the program management through the BT PMO for central tracking of initiative progress, risk monitoring and issue escalation
 - Leading a team accountable to implement all organizational changes relating to Business Transformation
 - Overseeing change management and culture work relating to business transformation

EDUCATION:

Stanford University, 2010 – Certificate in Advanced Project Management

McGill University, 1994 – Masters of Business Administration (Finance)

Brock University, 1992 - Bachelor of Business Administration

EXPERIENCE:

1999 - Present	Ontario Power Generation Inc.
2013 – Present	Project Executive, Business Transformation
2012 – 2013	Vice President, PMO –Business Transformation
2010 – 2012	Director, Campus Plan –Nuclear Projects
2005 – 2010	Director, Thermal Business Development
2001 – 2005	Portfolio Manager, OPG Ventures
1999 – 2001	Senior Advisor, Corporate Development
1995 – 1999	Enbridge Consumers Gas
1995 – 1999	Promoted to various positions in the Financial Studies Department

MEMBERSHIPS:

Canadian Institute of Chartered Business Valuators – Chartered Business Valuator

CURRICULUM VITAE OF CARLA CARMICHAEL

VICE PRESIDENT, NUCLEAR FINANCE

RESPONSIBILITIES:

As Vice President, Nuclear Finance, Ms. Carmichael's responsibilities include:

- Leadership and direction to the Nuclear Controllershship, ensuring appropriate financial oversight and decision support.
- Provision of financial and generation performance reporting for Nuclear Operations Business Unit.
- Oversight of financial and headcount business planning for Nuclear Operations and Nuclear Projects.
- Management of the Nuclear Operations' project investment portfolio.
- Investment Planning support

EDUCATION:

York University, Schulich School of Business, 1990 – Masters in Business Administration
University of Toronto, 1988 – Honours Bachelor of Arts

EXPERIENCE:

2009 – present	Ontario Power Generation
2012 – present	VP, Nuclear Finance
2009 – 2012	Director, Business Planning and Performance Reporting
2000 - 2008	Nokia Canada
2005 - 2008	Director of Marketing
2003 - 2005	Senior Business Controller
2001 - 2003	Business Controller
1997 - 2000	BDO Dunwoody
	Senior Auditor and Accountant
1994 - 1997	Self-Employed
	Business Consulting and Controllershship
1990 - 1993	City of Toronto
	Small Business Consultant

MEMBERSHIPS:

Institute of Chartered Accountants of Ontario (2000) – CPA, CA Designation

Sept 1, 2013

Curriculum Vitae

RICHARD P. CHAYKOWSKI

Queen's University

**School of Policy Studies
and
Faculty of Law (cross-appointed)**

Business Address

School of Policy Studies
Queen's University
Kingston, Ontario Canada K7L 3N6

Tel: (613) 533-6000 Ext. 77071
Fax: (613) 533-2135
Email: chaykows@queensu.ca

Education

Cornell University Ithaca, N.Y., U.S.A.	Ph.D., Industrial and Labour Relations, August 1988 Fields: Collective Bargaining, Labour Economics, Comparative Economic Systems
Queen's University Kingston, Ontario	M.A., Economics, 1983
Queen's University Kingston, Ontario	B.A. (Hons.), Economics, 1981

Fellowships and Awards

1985-86 Academic Year	Cornell ILR Graduate Fellowship
1982-83 Academic Year	C.J. Hicks Memorial Fellowship
1981-82 Academic Year	Queen's Graduate Award

Fields of Interest

Economic and Labour Policy
Theoretical and Empirical Analysis of Industrial Relations and Human Resources Issues
Applied Labour Economics and Income Distribution
Comparative Economic and Industrial Relations Systems

Academic Employment

Queen's University	Professor School of Policy Studies Commencing July 2007 and Associate Professor Faculty of Law (Cross-appointed) (Commencing September 2006)
Queen's University	Associate Professor School of Policy Studies Commencing October 2003 – (June) 2007
Queen's University	Associate Professor School of Industrial Relations Commencing July 1993 – (September) 2003 (Granted Tenure July 1993)
Queen's University	Assistant Professor School of Industrial Relations July 1988 to June 1993
Queen's University	Lecturer Department of Economics and School of Industrial Relations July 1986 to June 1988
Cornell University	Research/Teaching Assistant New York State School of Industrial and Labour Relations August 1983 - August 1985 (Various Academic Sessions)
Queen's University	Research Assistant Department of Economics Summer 1981 - August 1982 (Various Academic Sessions)

Positions

Queen's University	MIR/ PMIR Program Director School of Policy Studies	July 2010 to June 2013 (Sabbatical Leave July 2009-June 2010)
Queen's University	MIR Program Director School of Policy Studies	September 2007 – June 2009
Government of Canada	Director of Research Expert Panel on Older Workers	2007
Government of Canada	Visiting Chair Strategic Policy and Planning Human Resources and Social Development Canada,	2006
Queen's University	Faculty Associate Centre for Resource Studies	1991 to 1994
McGill University	Visiting Associate Professor Faculty of Management	September to December 1993
Queen's University	Adjunct Assistant Professor Department of Economics	1991 to 1993
University of Toronto	Canadian Pacific Visiting Professor Centre for Industrial Relations	September to December 1989
Massachusetts Institute of Technology	Visiting Scholar Sloan School of Management	September to December 1988
Queen's University	Queen's National Scholar School of Industrial Relations	July 1988 to June 1990

Teaching Experience

Graduate (Queen's School of Policy Studies):

Labour Policy
Labour Economics and Industrial Relations
Industrial Relations in the Global Economy

Graduate (Queen's School of Industrial Relations):

Labour Market Analysis and Policy;
Topics in Collective Bargaining;
IR/HR Research and Policy Seminar;
Unions and Collective Bargaining;
Directed Research Studies;
Quantitative Skills (module);
Strategic Bargaining and Workplace Change (module),
Industrial Relations in the Global Economy
High Performance Work Practices

Graduate (Queen's Department of Economics):

Labour Economics.

Undergraduate/Graduate (McGill Faculty of Management):

Public Policy in Labour Management.

Undergraduate (Queen's Department of Economics):

Income Distribution and Problems of Inequality;
Canadian Industrial Relations.

Continuing Education/Seminar Activity

Annual Spring Industrial Relations Seminar, Industrial Relations Centre, Queen's University, 1993

Cooperative Approaches in the Workplace: A Seminar, Industrial Relations Centre, Queen's University, 1993

Annual Fall Industrial Relations Seminar, Industrial Relations Centre, Queen's University, 1993

Cooperative Approaches in the Workplace, Queen's University, 1994

Labour Relations Seminar, Bell Canada and Industrial Relations Centre, Queen's University, 1996

Labour Relations Seminar, Bell Canada and Industrial Relations Centre, Queen's University, 1997

Pay Equity. Canadian Human Rights Commission. Ottawa, Ontario. 2003.

International Executive Program in Mining Leadership. Queen's School of Business. Toronto. Ontario. 2012

Administrative Positions/Services

Queen's School of Policy Studies:

- Chair, Unit Research Ethics Board, 2004, 2005
- Appointments Committee, Various years since 2004-05
- Promotions, Renewals and Tenure Committee, Various years since 2004-05
- Visitor's Committee
- Working Papers

Queen's Faculty of Law, Centre for Law in the Contemporary Workplace:

- Member, Advisory Board, 2010 on
- Member, Advisory Committee, 2010 on

Queen's Faculty of Law:

- Promotions, Renewals and Tenure Committee, 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010/11, 2011/12, 2012/13

Queen's School of Industrial Relations, Graduate Coordinator, 1997-98, 1998-99, 1999-2000, 2000-2001

- Coordinator of Graduate Program
- Admissions Officer
- Coordination of Graduate Student Research Ethics Review
- Member, *Council* of the Queen's University School of Graduate Studies and Research

Queen's School of Industrial Relations:

- Tenure and Promotion Committee, Chair, 1998-99
- Tenure and Promotion Committee, Member, 1997-98
- Faculty Board (various years)
- Admissions Committee (various years)
- Wood Visitorship Selection Committee (various years)
- various ad hoc School of Industrial Relations committees

Queen's University Advisory/ Governance Committees:

- Advisory Committee for Director of the Queen's School of Industrial Relations, 1989/1990
- Advisory Committee for Director of the Queen's School of Policy Studies, 1991
- Advisory Committee for Director of the Queen's School of Industrial Relations, 1996
- Advisory Committee for Director of the Queen's School of Industrial Relations, 2001
- Member. Queen's University Senate Educational Equity Committee, 2003/2004.
- Chair. Queen's University Senate Educational Equity Committee, 2004/2005.
- Chair, Graduate Committee for Planning and Policy Programs, 2010/11 Academic Year
- Member, Graduate Studies Executive Council, 2010/11, 2011/12 Academic Years

University Academic Service

Ph.D. External Examiner for Queen's University, Department of Economics (occasional)

Ph.D. External Examiner for Queen's University, Department of Psychology (once)

Chair, Ph.D. Examination for Queen's University, Department of Political Studies (once)

Chair, M.Pl. Examination for Queen's University, School of Urban and Regional Planning (once)

Chair, M.A. Examination for Queen's University, Department of Political Studies (once)

Reviewer, Queen's University Chancellor's Scholarships, 1994, 1995, 1996

Chair, M.A. Examination for Queen's University, Faculty of Law (once)

External Examiner, Ph.D. Dissertation, Centre for Industrial Relations, University of Toronto, 2007

External Examiner, Ph.D. Dissertation, Faculty of Business, University of British Columbia, 1995

Articles and Chapters

"Prizes in an Industrial Union Environment," (with C.M. Beach), Journal of Labour Research, Vol. 6, No. 2., Spring 1985:181-198.

"Union Seniority Rules as a Determinant of Intra-firm Job-Changes," (with G.A. Slotsve), Relations Industrielles/Industrial Relations, Vol. 41, No. 4, 1986:720-736.

"Determinants of the Compensation and Mobility of School Superintendents," (with R.G. Ehrenberg and R.A. Ehrenberg), Industrial and Labour Relations Review, Vol. 41, No. 3, April 1988:386-401.

"On Estimating the Effects of Increased Aid to Education," (with R.G. Ehrenberg), in Richard B. Freeman and Casey Ichniowski, eds., When Public Sector Workers Unionize, University of Chicago Press, 1988:245-262.

"Are School Superintendent Rewarded for 'Performance'?", (with R.G. Ehrenberg and R.A. Ehrenberg), in D. Monk and J. Underwood, eds., Microlevel School Finance: Issues and Implications for Policy, The 1988 American Educational Finance Association Yearbook, Balinger, Cambridge, 1988:337-364.

"Optimal Export Oriented Economic Policies in Poland," (with J. Svejnar), in D. Kemme, ed., Economic Reform in Poland: The Aftermath of Martial Law 1981-1988, JAI Press Inc., 1991:159-178.

"Union and Firm Preferences for Bargaining Outcomes in the Private Sector," Relations Industrielles/Industrial Relations, Vol. 45, No. 2, 1990:326-355.

"The Analysis of Nonwage Bargaining Outcomes: Evidence from the Canadian Private Sector," in D. Sockell, D. Lewin, and D. Lipsky, eds., Advances in Industrial and Labour Relations, Vol. 5, Greenwich, Connecticut: JAI Press Inc., 1991:237-291.

"The Impacts of Plant Modernization on Organizational Work Practices," (with G.A. Slotsve), Industrial Relations, Vol. 31, No. 2, 1992:309-329.

"Industrial Relations Developments in the Canadian Mining Industry: Transition Under Pressure," in R.P. Chaykowski and A. Verma, eds., Industrial Relations in Canadian Industry, Toronto, Ontario: Holt, Rinehart and Winston of Canada, Ltd., 1992.

"Adjustment and Restructuring in Canadian Industrial Relations: Challenges to the Traditional System," (with A. Verma), in R.P. Chaykowski and A. Verma, eds., Industrial Relations in Canadian Industry, Toronto, Ontario: Holt, Rinehart and Winston of Canada, Ltd., 1992.

"Canadian Industrial Relations in Transition," (with A. Verma), in R.P. Chaykowski and A. Verma, eds., Industrial Relations in Canadian Industry, Toronto, Ontario: Holt, Rinehart and Winston of Canada, Ltd., 1992.

"A Simultaneous Analysis of Grievance Activity and Outcome Decisions," (with G.A. Slotsve and J.S. Butler), Industrial and Labor Relations Review, Vol. 45, No. 4, July 1992:724-737.

"Alternative Models of Industrial Relations Graduate Programs in Canadian and U.S. Universities," (with C. Weber), Relations Industrielles/Industrial Relations, Vol. 48, No. 1, 1993:86-98.

"Labor Relations in American Textiles," (with T. Thomason and H. Zwerling) in Paula Voos (editor) Contemporary Collective Bargaining in the Private Sector. Madison, WI: Industrial Relations Research Association Annual Volume, 1994:373-410.

"Innovation in Industrial Relations: Challenges to Organizations and Public Policy," (with Anil Verma) in T.J. Courchene (editor), Stabilization Growth and Distribution: Linkages in the Knowledge Era, Bell Canada Papers on Economic and Public Policy, Vol. 2, (Kingston: John Deutsch Institute, Queen's University) 1994:367-401.

"Canadian Workers' Compensation: Institutions and Economics," (with T. Thomason) in T. Thomason and R. Chaykowski (editors) Research in Canadian Workers' Compensation, Kingston, Ontario: Queen's University IRC Press, 1995:1-42.

"Male Jobs, Female Jobs, and Gender Gaps in Benefits Coverage in Canada," (with Janet Currie) in S.W. Polachek (editor) Research in Labor Economics, Vol. 14, Greenwich, Conn.: JAI Press Inc., 1995:171-210.

"Contemporary Industrial Relations Policy: Active or Reactive?" Policy Options, Vol. 16, No. 8 (October), 1995:24-27.

"From Traditional to Mutual Gains Bargaining," (with M. Grant). Collective Bargaining Review (May). Ottawa ON: Human Resources Development Canada, 1995:79-88.

"The Structure and Process of Collective Bargaining" in M. Gunderson and A. Ponak (editors) Union-Management Relations in Canada, 3rd Edition, Don Mills, ON: Addison-Wesley, 1995:229-253.

"Union Influences on Labour Market Outcomes and Earnings Inequality," in K. Banting and C. Beach (editors) Labour Market Polarization and Social Policy Reform, School of Policy Studies, Queen's University, Kingston, Ontario, 1995:95-118.

"Union Wage Premiums and Union Density in Canada and the United States," (with George Slotsve). Canadian Business Economics, Vol. 4, No. 3 (Spring). 1996:46-59.

"A Distributional Analysis of Changes in Earnings Inequality Among Unionized and Nonunionized Male Workers in the United States: 1982-1990," (with G. Slotsve) in A. Nakamura (editor) Canadian Journal of Economics, Vol. 29, Special Issue. 1996:S109-113.

“Joint Labour-Management Committees at Inco Limited: Innovation Within the Traditional Industrial Relations System,” Collective Bargaining Review (September). Ottawa ON: Human Resources Development Canada 1997:85-98.

“Canada” (Technology and Market-Driven Restructuring) (with A. Verma) in H. Katz (editor) Telecommunications: Restructuring Work and Employment Relations Worldwide, Ithaca, NY: Cornell University Press, 1997:153-185.

“Unions and Changes in the Distribution of Income in the United States: 1982-90,” (with George Slotsve) in M. Abbott, C. Beach and R. Chaykowski (eds.) Transition and Structural Change in the North American Labour Market. Kingston, ON: IRC Press and John Deutsch Institute, 1997:314-342.

“The Role of Sectoral Initiatives in the Canadian Industrial Relations System,” in Morley Gunderson and Andrew Sharpe (eds.) The Emergence of Sector Councils in Canada. Toronto, ON: University of Toronto Press, 1998:295-315.

“Inequality and Polarization of Male Earnings in the United States, 1968-1990,” (with C.M. Beach and G.A. Slotsve), North American Journal of Economics and Finance, Vol. 8, No. 2, 1997:135-151.

“Globalization, Work, and Industrial Relations,” (with A. Giles) Relations Industrielles/Industrial Relations, Vol. 53, No. 1, 1998:3-12.

“Unions, Inequality, and the Distribution of Income in Canada: Evidence From the 1994 Survey of Labour and Income Dynamics.” (with G. Slotsve) Workplace Gazette. Vol.2, No.4 (Winter) 1999: 85-99.

“Adaptation Within the traditional Industrial Relations System: The Development of Labour Relations at Inco Limited,” in A. Verma and R. Chaykowski (eds.) Contract and Commitment: Employment Relations in the New Economy. Kingston, ON: Queen’s University IRC Press, 1999: 41-81.

“Employment and Employment Relations at the Crossroads,” (with A. Verma) in A. Verma and R. Chaykowski (eds.) Contract and Commitment: Employment Relations in the New Economy. Kingston ON: Queen’s University IRC Press, 1999: 1-20.

“Business Strategies and Employment Relations,” (with A. Verma) in A. Verma and R. Chaykowski (eds.) Contract and Commitment: Employment Relations in the New Economy. Kingston ON: Queen’s University IRC Press, 1999: 338-354.

“Women and the Labour Market: Recent Trends and Policy Issues.” (with L. Powell) Canadian Public Policy. Vol.25, Supplement. (November) 1999: S1-S25.

“Advancing Labour-Management Relations Through Consultation: The Role of the National Joint Council of the Public Service of Canada,” in B. Kaufman and D. Taras (Eds.), Nonunion

Employee Representation: History, Contemporary Practice, and Policy. Armonk, NY: ME Sharpe. 2000: 328-347.

“Collective Bargaining: Structure, Process and Innovation,” in M. Gunderson, A. Ponak and D. Taras (editors) Union-Management Relations in Canada, 4th Edition, Toronto, ON: Addison-Wesley Longman, 2001:234-271.

“The Challenge of Globalization to Canadian Economic and Social Well-Being,” (with M. Abbott) in R. Chaykowski, ed. Globalization and the Canadian Economy: The Implications for Labour Markets, Society, and the State. Kingston, ON: Queen’s University School of Policy Studies. 2001: 1-24.

“The Implications of Globalization for Labour and Labour Markets.” (with Morley Gunderson) in R. Chaykowski, ed. Globalization and the Canadian Economy: The Implications for Labour Markets, Society, and the State. Kingston, ON: Queen’s University School of Policy Studies. 2001:27-60.

“North American Labour Policy Under A Transformed Economic and Workplace Environment,” (with Morley Gunderson) in G. Murray, J. Bélanger, A. Giles, and P-A Lapointe, eds., Work and Employment Relations in the High Performance Workplace. London: Continuum. (2002: 181-211)

Reprinted 2004: “Les politiques du travail nord-américaines dans des environnements économique et de travail transform” in *L’organisation de la production et du travail : vers un nouveau modèle?* sous la direction de/edited by: Gregor Murray, Jacques Bélanger, Anthony Giles et Paul-André Lapointe. Quebec: Presses de l’Université Laval, 2004.

“Globalization and the Modernization of Canadian Labour Policy.” Canadian Public Policy. Vol.28, No.1 (March) 2002: 81-91.

“Government Administered Workplace Surveys and Industrial Relations In Canada.” (with G. Slotsve) Relations industrielles/Industrial Relations. Vol. 57, No.2 (Spring) 2002: 384-392.

“The National Joint Council and the Development and Future of Labour-Management Consultation in the Canadian Federal Public Service,” Workplace Gazette. Vol.5, No.3 (Fall) 2002: 71-86.

“Prospects for the National Joint Council in the Renewal of Labor-Management Relations in the Canadian Federal Public Service.” Canadian Labour and Employment Law Journal. Vol.9, No. 3 2002: 387-413.

“Earnings Inequality and Unions In Canada.” (with George Slotsve). British Journal of Industrial Relations. Vol. 40, No. 3 (September) 2002: 493-520.

“Re-Inventing Production Systems and Industrial Relations: Technology-Driven Transformation in the Canadian Metal Mining Industry.” Journal of Labor Research. Vol. 23, No. 4 (Fall) 2002: 591-613.

“Implications of the Changing Structure of the Economy, Labour Market, and Workplace for Canadian Labour Policy: The Case of Pay Equity.” Saskatchewan Law Review. Vol. 67, No. 2 2004: 459-488.

“Collective Bargaining: Structure, Process and Innovation” in M. Gunderson, A. Ponak and D. Taras (editors) Union-Management Relations in Canada, 5th Edition, Toronto, ON: Pearson Addison-Wesley, 2005: 257-292.

“Innovation in Industrial Relations and Workplace Practices Under Increased Canada-US Economic Integration,” (with George Slotsve) in Richard Harris and Thomas Lemieux, eds, Social and Labour Market Aspects of North American Linkages. Calgary: University of Calgary Press. 2005: 229-285.

“Work-Life Balance and the Implications for Individuals, Firms and Public Policy: Towards Squaring the Circle,” IRPP Choices, Vol.12, No.3 (June) (Montreal: Institute for Research on Public Policy) 2006: 26pp.

“Introduction”, with C. Beach, S. Shortt, F. St-Hilaire and A.Sweetman, Ch. 1 in Health Services Restructuring in Canada: New Evidence and New Directions, ed. by C. M. Beach, R.P. Chaykowski, S. Shortt, F. St-Hilaire and A. Sweetman, John Deutsch Institute (McGill-Queen’s Press, 2006), pp. 1-7.

“The Extent of Economic Vulnerability in the Canadian Labour Market and Federal Jurisdiction: Is There a Role for Labour Standards?” (with George Slotsve). Social Indicators Research. Vol. 88, No. 1. 2008: 75-96.

“Collective Bargaining: Structure, Process and Innovation” in M. Gunderson and D. Taras (editors) Canadian Labour and Employment Relations, 6th Edition, Toronto, ON: Pearson Addison-Wesley, 2009: 246-282.

“Canadian Labour Policy in the Aftermath of *Fraser*.” Canadian Labour and Employment Law Journal. Vol. 16, No. 2. 2012: 291-312.

“Advancing Labour-Management Relationships and Cooperation.” (with R. Hickey) in R.P. Chaykowski and R.S. Hickey, eds. Building More Effective Labour-Management Relationships. Montreal and Kingston: Queen’s Policy Studies Series, McGill-Queen’s University Press. 2013: 3-12.

“Systemic Pressures on Ontario Public Sector Industrial Relations.” in R.P. Chaykowski and R.S. Hickey, eds. Building More Effective Labour-Management Relationships. Montreal and Kingston: Queen’s Policy Studies Series, McGill-Queen’s University Press. 2013: 13-54.

“Principles in Labour Relations Policy Reform Following the Ontario Commission on the Reform of Ontario’s Public Services.” (with R. Hickey.) Canadian Labour and Employment Law Journal. (forthcoming).

“Disability Accommodation in Employment: How Does an Aging Population Matter and What Might It Mean for Workplace Law and Policy?” (with K. Banks and G. Slotsve) (accepted)

Books

Industrial Relations in Canadian Industry, (co-edited with A. Verma), Toronto, Ontario: Holt, Rinehart and Winston of Canada, Ltd., 1992:491.

Modern Labour Economics: The Canadian Context. New York: Harper Collins, 1994:203. (Canadian Supplement to Ehrenberg/Smith, Modern Labor Economics, Fifth Edition).

Research in Canadian Workers' Compensation (co-edited with T. Thomason). Kingston, Ontario: Queen's University IRC Press, 1995:224.

Transition and Structural Change in the North American Labour Market (co-edited with Michael Abbott and Charles Beach). Kingston, ON: Queen's University IRC Press and John Deutsch Institute, 1997:356.
(Selected by the Industrial Relations Section, Princeton University, list of 'Noteworthy Books in Industrial Relations and Labor Economics,' 1997.)

Contract and Commitment: Employment Relations in the New Economy (co-edited with Anil Verma). Kingston, ON: Queen's University IRC Press. 1999: 354.

Women and Work (co-edited with Lisa Powell). Kingston, ON: John Deutsch Institute, Queen's University. 1999: 304.

R. Chaykowski, ed. Globalization and the Canadian Economy: The Implications for Labour Markets, Society, and the State. Kingston, ON: Queen's University School of Policy Studies. 2001: 312.

Modern Labour Economics: Theory and Public Policy, Canadian Edition, (with R.G. Ehrenberg and R.S. Smith) Pearson Education Canada. 2004: 560.

Health Services Restructuring in Canada: New Evidence and New Directions, (co-edited with C. Beach, S. Shortt, F. St. Hilaire, and A. Sweetman) Kingston ON: John Deutsch Institute, Queen's University; and Montreal: IRPP) 2006: 378.

Building More Effective Labour-Management Relationships. (Co-edited with R. Hickey) Montreal and Kingston: Queen's Policy Studies Series, McGill-Queen's University Press. 2013.

Monographs, Reports and Proceedings

Pay Equity Legislation: Linking Economic Issues and Policy Concerns, Editor, Research and Current Issues Series No. 59, Industrial Relations Centre, Queen's University, Kingston, 1990:47.

A Review of Canadian and American Training Practices (with Brian Lewis). Kingston, Ontario: Queen's University IRC Press, 1994:42.

Compensation Practices and Outcomes in Canada and the United States (with Brian Lewis). Kingston, Ontario: Queen's University IRC Press, 1995:37.

Worker Representation in the Era of Trade and Deregulation (co-edited with P.A. Lapointe, G. Vallée and Anil Verma). (Selected papers from the 33rd Annual CIRA Conference). Laval PQ: CIRA 1997:300.

Facilitating Conflict Resolution in Union-Management Relations: A Guide for Neutrals. (with J. Cutcher-Gershenfeld, T. Kochan, and C.S. Merchant). Ithaca, NY: Cornell University ICR and Kingston, ON: Queen's University IRC Press. (SPIDR Track II ADR in the Organized Workforce) 2000:34.

Non-Standard Work and Economic Vulnerability, CPRN Vulnerable Workers Series – No/3 (March) (Ottawa. Canadian Policy Research Networks). 2005: 67pp.

Reform of the Conduct and Structure of Labour Relations in the Ontario Broader Public Service: Report to the Commission on the Reform of Ontario's Public Service. (with R. Hickey). Kingston, ON: Queen's University School of Policy Studies (Industrial Relations Series). 2012: 135 pp.

Guest Journal Editor

Co-editor (with Anthony Giles)

Relations Industrielles/Industrial Relations Special Issue on *Globalization, Work and Industrial Relations*, Vol. 53, No. 1 (1998).

Co-editor (with Lisa Powell)

Canadian Public Policy. Vol. 25, Supplement on *Women in the Canadian Labour Market*, November. (1999)

Co-editor (with Christopher Ferrall)

Canadian Public Policy, Vol. 34, Supplement on *Income, Inequality and Immigration*. May. (2013).

Areas in Progress

1. Policy:

- Policy Thinking Outside the Box: Papers in Honour of Thomas Courchene. Volume. (Co-edited with K. Banting and S. Lehrer.)

2. Industrial Relations:

- “Globalization and Industrial Relations In Canada: Case of Vale-Inco”.
- “Labour Arbitration: Achieving Timely and Effective Dispute Resolution in a Radically Changed Environment.” (with K. Banks and G. Slotsve) (in progress).
- “Can Labour Market Disability Legislation Effectively Address Accommodation Shortfalls in the Workplace?” (with K. Banks and G. Slotsve) (in progress).
- “From Nonunion Consultation to Bargaining in the Canadian Federal Public Service: Expanding the Bounds of Employee Representation through the NJC” in Gollan, Kaufman, Taras, Wilkinson, editors, Employee Voice at Work: Experience with Nonunion Representation. (Routledge).

Articles in Periodicals, Professional, Technical and Other Publications/Papers

IR/HR Practices in the Mining Industry: A Survey of Current Developments in North America, Kingston, Ontario: Industrial Relations Centre, Queen's University, 1991.

"The Challenge to Industrial Relations in the Mining Industry: Developing a Competitive Strategy," CRS Perspectives, Number 39 (April 1992):2-14.

Also: a) Published by the Industrial Relations Centre, Queen's University, Kingston, Ontario, 1992; b) Excerpt in Mining Industry Employment Update, Energy, Mines and Resources Canada, September 1992.

"Research in Canadian Workers' Compensation," (with T. Thomason) in J. Burton's Workers' Compensation Monitor, Vol. 7, No. 5 (September/October), 1994:28-31.

Also:

Reprinted in J.F. Burton, Jr. (editor) and T.P. Schmidle (associate editor) 1995 Workers' Compensation Yearbook. Horsham, PA: LRP Publications. 1994.

The Changing Workplace: Challenges for Public Policy, (with Gordon Betcherman). Ottawa, ON: Human Resources Development Canada, Strategic Policy Applied Research Branch, Research Paper R-96-13E. September 1996:47.

"Not Going Quietly," The Financial Post: Post 2000, Report on the Nation, 1997. Pp. 8, 12, 13.

Fostering Human Resources in the "New" Economy: Challenges to the Way Ahead. Kingston ON: Queen's University IRC Press, 1997.

"Work-Related Stress and Absenteeism," (LMPP Report). Workplace Gazette, Vol. 6, No. 2 (Summer 2003): 49-57. Extract of a report prepared for the CAW and the St. Lawrence Seaway under HRDC Labour-Management Partnership Program funding (with Karen Bentham and George Slotsve).

"Employer-Sponsored Training by Firm Size," (with George Slotsve). HRDC – IC – SSHRC Skills Research Initiative Working Paper 2003 B-02 (September 2003).

"Unionization, Training and Technology Related Skills Development," (with George Slotsve) HRDC – IC – SSHRCC Skills Research Initiative Working Paper B-05 (2005).

"Appendix C: Research Review Relating To Fair Wage Policies: Canadian and American Evidence and Current Policies." in Impact of Fair Wage Policies on the Construction Industry. (J. O'Grady, in association with T. Armstrong and R. Chaykowski) (Toronto: Ontario Construction Secretariat. (March 2006) pp. 113-178.

"Canada-U.S. Comparative Analysis of Employer-Supported Training: A Case Study of the Rail Transportation Industry." HRDC – IC – SSHRCC Skills Research Initiative Working Paper B-07 (2006).

“Firm Provision of Training: Establishment Level Analysis.” HRDC – IC – SSHRCC Skills Research Initiative Working Paper B-12 (2006).

Articles in Academic Proceedings

“Implementing Pay Equity in the Unionized Sector,” in Michael Abbott, ed., Pay Equity: Means and Ends, Kingston, Ontario: John Deutsch Institute, Queen's University, 1990: 83-98.

“The Impact of Technological Change on Work Organization and Wages: A Case Study in the Canadian Telecommunications Industry,” (with N. Bolton) in D. Carter, ed., Women and Industrial Relations (Proceedings of the 28th Conference of the Canadian Industrial Relations Association). 1992: 117-134.

“Canadian Industrial Relations in Transition,” (with Anil Verma) published as a communication in Communication Abstracts, International Industrial Relations Association, 9th World Congress, 1992. Based on “Industry-level Lessons for Research: Evidence from Canadian Industrial Relations,” presented at the 1992 International Industrial Relations Association, Ninth World Congress, Sydney, Australia.

“The Course of Change in Canadian Industrial Relations: The Traditional System in Transition,” (with Anil Verma) in T. Kuttner, ed., The Industrial Relations System: Future Trends and Developments (Proceedings of the 29th Conference of the Canadian Industrial Relations Association). 1993:605-616.

“Comment” on “Compensation of Physicians in Canada,” by T. Mackenzie, W. Tholl, G. Brimacombe, in Bryne Purchase (editor) Competitiveness and the Cost of Public Services. Kingston, Ontario: School of Policy Studies. 1993: 63-68.

“Workplace Changes Under NAFTA,” in “Panel Discussion: NAFTA on the Shop Floor,” in K. Roberts and M. Wilson, eds. Policy Choices: Free Trade Among NAFTA Nations. East Lansing, MI: Michigan State University Press. 1996: 279-283.

“Workforce Transition and the Older Worker,” in A. Joshi and E. Berger, eds., Aging Workforce, Income Security and Retirement: Policy and Practical Implications. (Proceedings of the 12th Annual McMaster Summer Institute on Gerontology.) Hamilton, ON: McMaster University Office of Gerontological Studies. 1996: 9-13.

“Free Trade, Labor Markets and Industrial Relations: Institutional Developments and the Research Agenda,” (with A. Verma, R. Smith, M. Sandver, K. Ready, M. Gunderson, and L. Compa) in P. Voos, Editor, Industrial Relations Research Association Proceedings. 48th Annual Meeting 1996: 421-442.

“Industrial Relations in the Era of Freer Trade: Research Directions Arising from the North American Agreement on Labour Cooperation,” in Anthony Giles, Anthony Smith and Gilles Trudeau (eds.) The Globalization of the Economy and the Worker (Selected papers from the 32nd Annual CIRA Conference). Quebec, QC: CIRA. 1996: 141-144.

“Innovation and Cooperation in Canadian Industrial Relations: Preparing for NAFTA,” in Labor-Management Cooperation: Legal, Social and Productivity Dimensions. Proceedings of the United States-Mexico-Canada Conference on Labour Law and Industrial Relations (Washington, D.C., September 19-20, 1994), under the 1994 Cooperative Work Program, North American Agreement on Labour Cooperation of NAFTA. U.S. Bureau of International Labor Affairs, U.S. National Administrative Office (USNAO No. 96-1) (January). 1996: 63-85.

“Industrial Relations in Canadian Freight Rail: Prospects for the Twenty-First Century,” in J. Jones and A. Steward (Eds.) The New Environment in Freight Rail. Kingston ON: School of Policy Studies, Queen's University 1999: 41-64.

Comment, on “Overcoming Past History to Negotiate New Relationships.” By C. Moore. In M.L. Coates, ed., State of the Art and Practice in Dispute Resolution. Kingston, ON: Queen's University Industrial Relations Centre. 2002: 67-70.

Book Reviews

Review of Conflict or Compromise: The Future of Public Sector Industrial Relations, Mark Thompson and Gene Swimmer, eds., Montreal, Quebec: The Institute for Research on Public Policy, 1984, in Industrial and Labour Relations Review, Vol. 40, No. 1, October 1986.

Review of Collective Bargaining and the Public Interest: A Welfare Assessment by David Winch, McGill-Queen's University Press, 1989, in Labour/Le Travail, Vol. 28, Fall 1991.

Review of Economics of Employment and Earnings by Christopher J. Bruce, Scarborough: Nelson, Canada, 1990, in Industrial and Labour Relations Review, Vol. 44, No. 4, July 1991.

Review of An Injury to All: The Decline of American Unionism by Kim Moody, New York: Verso, 1988, in Journal of Labour Research, Vol. 13, No. 1, Winter 1992.

Review of Labour Market Regimes and Patterns of Flexibility: A Sweden-Canada Comparison. By A. van den Berg, B. Furåker and L. Johansson, 1997, in Relations industrielles, Vol. 54. No. 3. 1999.

Review of The Future of Private Sector Unionism in the United States. by James T. Bennett and Bruce E. Kaufman, editors. Armonk, NY: M.E. Sharpe. 2002. in Industrial and Labor Relations Review, Vol. 56. No. 4. Pp.731-733.

Review of: John T. Addison and Claus Schnabel, eds., International Handbook of Trade Unions. Northampton, MA: Edward Elgar. 2003. in Industrial and Labor Relations Review, Vol. 58, No. 4 (July) 2005 pp. 653-654.

Research Conducted for Government Commissions

Government of Canada. *Pay Equity Task Force*.
Research Papers (2002):

- “Achieving Pay Equity Under a Transformed Industrial and Employment Relations System”;
- “Pay Equity and the Implications of Changes in Business Ownership and Union Certification”;
- “Implementing Pay Equity in the Context of Emerging Workplaces and Employment Relationships.”

Government of Canada. *Commission on the Review of Federal Labour Standards*.
Research Papers (2005):

- “Canadian Workers Most in Need of Labour Standards Protection:
A Review of the Nature and Extent of Vulnerability in the Canadian Labour Market and Federal Jurisdiction”
- “Employment Conditions and Work Arrangements in Federal Jurisdiction Industries:
Comparative Analysis of Employee and Employment Characteristics of Workers Related to the Federal Jurisdiction, using the Workplace and Employee Survey and the Labour Force Survey.”

Government of Ontario, *Commission on the Reform of Ontario’s Public Services*,
Research Paper (2011):

- “Reform of the Conduct and Structure of Labour Relations in the Ontario Broader Public Service.” (with R. Hickey)

Completed Working Papers

"Merit Pay for School Superintendents?", (with R.G. Ehrenberg and R.A. Ehrenberg), National Bureau of Economic Research Working Paper No. 1954, (July 1986).

"The Determination of Wage Compensation and Mobility Patterns within Unionized Firms," (with G.A. Slotsve), Queen's Papers in Industrial Relations No. 1987-10, School of Industrial Relations, Queen's University, November 1987.

"The Determination of Nonwage Collective Bargaining Outcomes in the Canadian Private Sector," Queen's Papers in Industrial Relations, No. 1988-7, School of Industrial Relations, Queen's University, July 1988.

"An Analysis of Factors that Influence Preferences for Alternative Bargaining Outcomes," Queen's Papers in Industrial Relations, No. 1989-4, School of Industrial Relations, Queen's University, March 1989.

"The Empirical Formulation of Nonwage Collective Bargaining Outcomes," Queen's Papers in Industrial Relations, No. 1988-8, School of Industrial Relations, Queen's University, July 1988.

"Employee Perceptions of Organizational Practices and the Impacts of Plant Modernization: A Canadian Case Study," (with G. Slotsve), Sloan School of Management Working Paper No. 2107-89, Massachusetts Institute of Technology, March 1989. Revised August 1989.

"Wage Compensation and Mobility Patterns within Unionized Firms: The Role of Internal Labour Markets," (with G. Slotsve), Sloan School of Management Working Paper No. 2100-88, Massachusetts Institute of Technology, December 1988. Revised December 1990.

"The Impact of Technological Change on Work Organization and Wages: A Case Study in the Canadian Telecommunications Industry," Queen's Papers in Industrial Relations, No. 1990-7, School of Industrial Relations, Queen's University.

"An Approach for Jointly Analyzing Grievance Filing and Decisions," (with G. Slotsve), Queen's Papers in Industrial Relations, No. 1991-1, School of Industrial Relations, Queen's University, January 1991.

"Male Jobs, Female Jobs, and Gender Gaps in Benefits Coverage," (with Janet Currie), National Bureau of Economic Research Working Paper, No. 4106 (June 1992).

"A Model of Vote Choice Incorporating Turnout" (with G. Slotsve, S. Dash and P. Fett). Department of Economics and Business Administration Working Paper No. 93-W05. Vanderbilt University (September 1993).

Research and Conference Grants/ Contracts

Advisory Research Committee, Queen's University

"A Case Study of the Internal Labour Market of a Unionized Canadian Industrial Firm," (1986; \$3,000).

Canadian Donner Foundation (CDF) and Ontario Ministry of Labour (OML), 1989

- (1) "The Response of Labour to the Transformation of North American Health Care," (with H.L. Komisar), CDF \$8,400; OML \$5,000.
- (2) "The Restructuring of the North American Mining Industry," CDF \$8,400; OML \$5,000.

Advisory Research Committee, Queen's University

"Firm Compensation Policies and Employee Compensation," (with M. Abbott), (1990; \$3,744).

Social Sciences and Humanities Research Council of Canada

"Industrial Relations in Canadian Industry," (with A. Verma), Conference Grant, School of Industrial Relations, Queen's University, April 25, 26, 1991, (1991; \$7,000).

Social Sciences and Humanities Research Council of Canada

"An Empirical Investigation of Changes in the Distribution of Earnings: A Distribution-Free Approach," (with Charles Beach (Principle Investigator) and George Slotsve), (1991; \$67,000).

"Challenges to Workers Compensation in Canada," (with T. Thomason), Conference, April 1993, School of Industrial Relations, Queen's University.

Funding Sources:

- (1) Commission de la santé et de la sécurité du travail du Québec (\$3,000).
- (2) Institut de recherche en santé et en sécurité du travail du Québec (\$4,220).
- (3) The Workers' Compensation Board of Ontario (\$2,500).
- (4) Ontario Workers' Compensation Institute (\$10,000).

National Joint Council of the Public Service of Canada

"The Development of the National Joint Council of the Public Service of Canada: 1974-1994," (1994; \$4,000).

"Firm-Level Responses in Canadian Industrial Relations and Human Resources Management," School of Industrial Relations, Queen's University, September 30, October 1, 1994.

Funding Sources:

- 1) Social Sciences and Humanities Research Council of Canada, Conference Grant (1994; \$4,500)
- 2) Human Resources Development Canada: Labour-Management Partnerships Program (1994; \$10,000).

Contract Agreement to establish Canadian Workplace Research Network (with G. Betcherman and A. Verma). Human Resources Development Canada: Labour Management Partnerships Program (1996; \$47,000).

Contract Agreement to continue funding of the Canadian Workplace Research Network. Human Resources Development Canada: Labour Management Partnerships Program (1997; \$100,000).

Social Sciences and Humanities Research Council of Canada, “An Empirical Investigation of Canadian Union and Non-Union Distribution of Earnings,” (with George Slotsve) (1998; \$30,500).

Human Resources Development Canada, Labour-Management Partnerships Program. “Cooperative Workplace Labour Relations Adjustment: Performance Assessment Framework,” (1999-2001; \$93,366).

Contract Agreement through Canadian Workplace Research Network. Human Resources Development Canada, Labour Program. Roundtable on “Globalization of the Economy: The Implications for Labour Markets, Society and the State. May 23 and 24, Ottawa (2001: \$74,900)

Human Resources Development Canada, Labour Program, Strategic Policy and International Labour Affairs. “Emerging Labour Market and Employment Developments Under Globalization.” (2001: \$11,300)

Human Resources Development Canada (HRDC)/Industry Canada (IC) “Innovation and Response in Industrial Relations and Workplace Practices under Increased Canada-US Economic Integration” (with G. Slotsve) (2002: \$8,400)

Statistics Canada. “Analysis of the Relevance and Appropriateness of the WES to Address Future Research Themes in an Inter-disciplinary Fashion. (2003: \$5,000)

Human Resources Development Canada. “Skill Development in the Workplace: Unionization and Technology-Related Skill Development.” (with G. Slotsve) (2003:\$14,400)

Human Resources Development Canada and Industry Canada. “Employer-Sponsored Training By Firm Size.” (with G. Slotsve) (2003:\$21,584)

Canadian Policy Research Networks and Law Commission of Canada. “Labour Policy and Vulnerable Workers” (with Guylaine Vallée) 2003-2004.

“Analysis of the Determinants of Firm Provision of Training in Canada: Establishment-Level Analysis,” (with George Slotsve) for CERF “Conference on the Evolving Workplace” (2004: \$5000)

Human Resources and Skills Development Canada. “Sector-Based Canada-U.S. Comparative Analysis of Employer-Supported Training: A Case Study of the Transportation Industry.” (2004: \$17,600)

Human Resources and Skills Development Canada. “Sector Based Analysis of Small and Large Firms’ Support for Training.” (with G. Slotsve) (2004:19,200).

“Research Review Relating To Fair Wage Policies: Canadian and American Evidence and Current Policies.” Research Review conducted for Prism Economics and Analysis for the Ontario Construction Secretariat. (2005: \$15,000)

Human Resources and Skills Development Canada. “Addressing Canada’s Labour Market Challenges.” Report Prepared for HRSDC (2005: \$11,500).

Industry Canada. “Business Strategies and Firm Performance.” (with G. Slotsve) (2007: \$49,000)

Ministry of Finance, Government of Ontario. “Report to the Commission on the Reform of Ontario’s Public Services.” (with R. Hickey) (2011: \$29,770)

Ministry of Government Services, Government of Ontario. “Instructional Costing Guide” (“General Collective Bargaining Costing Toolkit For Broader Public Sector Agencies.”) (with R. Hickey and B. Sweeney). (2012: \$56,370)

National Academy of Arbitrators Research and Education Foundation (Berkeley, California) “Labour Arbitration: Achieving Timely and Effective Dispute Resolution in a Radically Changed Environment.” (with K. Banks and G. Slotsve) (2012: \$25,000)

Conferences and Roundtables Organized

"Industrial Relations in Canadian Industry," (with Anil Verma), School of Industrial Relations, Queen’s University, Kingston Ontario, April 1991.

"Challenges to Workers’ Compensation in Canada," (with T. Thomason), School of Industrial Relations, Queen’s University, Kingston Ontario. April 1993.

"Firm-Level Responses in Canadian Industrial Relations and Human Resources Management," (with A. Verma), School of Industrial Relations, Queen’s University, Kingston Ontario. September 1994.

"Forum on Canadian Workplace Practices," (with Human Resources Development Canada), University of Ottawa, Ottawa Ontario. March 1995.

"Transition and Structural Change in the North American Labour Market," (with C.M. Beach and M. Abbott), John Deutsch Institute and Industrial Relations Centre, Queen’s University, Kingston Ontario. May 1995.

“Women and Work,” (with L. Powell), John Deutsch Institute at Queen’s University and Canadian Workplace Research Network, Kingston Ontario, April 1998.

“Labour Policy in the Next Millennium,” (with A. Starkman), Council of Administrators of Labour Law and Canadian Workplace Research Network, Summerside PEI, September 1998.

Forum on “Globalization of the Economy: The Implications for Labour Markets, Society and the State. (with Gordon Clark) Canadian Workplace Research Network. International Research Development Centre, 250 Albert Street . Ottawa Ontario. May 2001.

“Health Services Restructuring: New Evidence and New Directions” (co-organized with C. Beach, S. Shortt, F. St-Hilaire, and A. Sweetman) Organized by: Centre for Health Services and Policy Research (Queen's University), Institute for Research on Public Policy (Montreal), John Deutsch Institute for the Study of Economic Policy (Queen's University) and School of Policy Studies (Queen's University). Kingston, Ontario. November 2005

“Innovation in Collective Bargaining and the Labour-Management Relationship.” (with R. Hickey) School of Policy Studies (Queen’s University) Kingston Ontario. April 2010
[Conference attended jointly by members of the Ontario Public Service and OPSEU.]

“Income, Inequality and Immigration.” (with Christopher Ferrall) John Deutsch Institute (Queen’s University) Kingston, Ontario. September 30/October 1, 2011.

Roundtable on Potential for Reform of the Conduct and Structure of Labour Relations in the Ontario Broader Public Service (BPS). September 2011, School of Policy Studies, Queen’s University, Kingston, Ontario. (Co-organizer with R. Hickey). (conducted as part of the 2011 project for the Ministry of Finance, Government of Ontario. “Report to the Commission on the Reform of Ontario’s Public Services.” (with R. Hickey).

“Innovation in Collective Bargaining and the Labour-Management Relationship II.” (with R. Hickey) School of Policy Studies (Queen’s University) Kingston Ontario. January 2012
[Conference attended jointly by members of the Ontario Public Service and OPSEU.]

“In the Wake of the Drummond Report and Ontario Budget: Prospects for Reform of Industrial Relations in the Ontario Broader Public Sector.” (with Kevin Banks). Queen’s University, School of Policy Studies and Centre for Law in the Contemporary Workplace. Toronto, June 2012.

Academic and Professional Activities

Occasional Academic Review Services for:

Industrial and Labour Relations Review
Industrial Relations
Canadian Journal of Economics
Relations Industrielles
Canadian Business Economics
Canadian Public Policy
British Journal of Industrial Relations
Gender, Work and Organization
University of Toronto Press
McGill-Queen’s University Press

McGraw-Hill Publishers
ITP Nelson
NAALC Secretariat, Dallas
Human Resources Development Canada
Canadian Policy Research Networks (for Oxford UP publication)
Social Sciences and Humanities Research Council of Canada
Humanities and Social Sciences Federation of Canada, Aid to Scholarly Publications
Programme

OGS Review Committee for Ontario Ministry of Colleges and Universities, 1988, 1989

Reviewer of Research Grant Proposals for SSHRC of Canada (occasional)

Member of Advisory Network, Canadian Labour Market and Productivity Centre Task Force on Workplace Change, 1993/1994

Member, Research Advisory Committee, Sectoral Councils Project, Centre for the Study of Living Standards (Ottawa, Ontario), 1995

Member, Canadian Industrial Relations Association (CIRA) Program Committee, 33rd Annual Conference, May 29-31, 1996 (Brock University, Ontario)

Member, Industrial Relations Research Association (IRRA) NAFTA Committee, 1996

Co-founder, Canadian Workplace Research Network (CWRN), 1995-96

Member of the Society of Professionals in Dispute Resolution Taskforce on ADR in the Organized Workforce, 1998.

Co-chair, Advisory Board, Canadian Workplace Research Network (CWRN) (secretariat housed in Human Resources Development Canada) 1995-2003

Member, Statistics Canada and Human Resources Development Canada. "Advisory Committee on the Workplace and Employee Survey." 1999-2001

Canadian Industrial Relations Association. Nominating Committee. 2002-2003.

External Reviewer, Statistics Canada, Assessment of Inter-disciplinary Research Prospects of Workplace and Employee Survey. 2002.

External Reviewer, Human Resources Development Canada, Proposed Evaluation Strategy of the Sectoral Partnerships Initiative (SPI). 2003/04

External Expert, Human Resources and Skills Development Canada. "Assessment and Advice on HRSDC Labour Program Performance Indicators." Report Prepared for HRSDC. (2005)

External Reviewer on Panel to Review the *Workplace Skills Initiative*. Human Resources and Skills Development Canada. (2011/12).

Invited Speaker

Queen's University, Department of Economics Careers Day, 1992, 1993

Noranda Inc. Industrial Relations Forum, 1992

Kerr Addison Mines Ltd./Minnova Ltd., 1992

Conference Board of Canada, Council of Human Resource Executives, 1992

CP Rail, 1992

Conference Board of Canada, Council of Industrial Relations Executives, 1992

Sonoco Limited, 1992

Government of Canada, Inter-ministerial Meeting of Deputy Ministers, Ottawa, 1993

Inter-University Congress in Human Resources Management and Industrial Relations, Montreal, 1993

Government of Canada, Labour Canada, Ottawa, 1993

National Joint Council of the Public Service of Canada, Ottawa, 1993

Canadian Association for Business Economics and Ottawa Economics Association, Fifth Annual Policy Conference, Ottawa, 1993

First Atlantic Human Resources Conference and Training Event, Halifax, N.S., 1993

Institute for Public Policy and Social Research, Michigan State University. Panelist for Conference on "NAFTA: Free Trade Among Nations - Implications for Michigan." East Lansing, Michigan. 1994.

McMaster University, Annual Summer Institute on Gerontology, Hamilton, 1995.

Ontario English Catholic Teachers Association, Leadership Conference, Toronto, 1995.

Government of Canada. Human Resources Development Canada, Labour Program Management Team Retreat, Ottawa, 1995.

Canadian Labour Market and Productivity Centre, Board of Directors, Ottawa, February 1996.

CIRA Newfoundland Chapter, 4th Annual Forum, "Alliances for Workplace Change," June 1996.

Conference Board of Canada. Council of Industrial Relations Executives, Toronto, October 1996.

Canadian Telephone Employees' Association. Representatives Meeting, Toronto, March 1997.

Canada Post Corporation, Corporate Performance Review, Ottawa, April 1997.

Consulting and Audit Canada. "New Directions in Labour-Management Relations," Ottawa, June 1997.

Government of Canada. Human Resources Development Canada, Federal Mediation and Conciliation Service, Staff Conference, Ottawa, September 1997.

Conference Board of Canada, Round Table on Contingent Work and Labour Relations (invited participant), Toronto, March 1998.

Government of Canada. Human Resources Development Canada, Federal Mediation and Conciliation Service, Panel Presenter, 1999 Federal-Provincial Mediators' Conference. Ottawa, January 1999.

Government of Canada. Human Resources Development Canada, Federal Mediation and Conciliation Service, Panel Speaker, Conference on "Industrial Relations Challenges in the Federal Jurisdiction." Aylmer, PQ, September 1999.

Conference Board of Canada. Industrial Relations Roundtable 2000, Ottawa, October 1999.

Conference Board of Canada. Council of Industrial Relations Executives, Toronto, 1999.

Government of Canada. Human Resources Development Canada, Labour, Panel Speaker, Conference on "Leading the Labour Program into the New Century." Gray Rocks, PQ, November 1999.

Queen's University. Kingston, Ontario. Canada/Denmark Leadership Symposium. October 2000.

Suncor Limited, Executive Meeting, 2001.

Society of Energy Professionals and International Federation of Professional and Technical Engineers. Seminar. Toronto, Ontario. June 2003.

Fraser Milner Casgrain, National Labour and Employment Group. 2003.

Conference Board of Canada. Council of Industrial Relations Executives, Toronto, 2003.

Government of Quebec, Commission de l'quit salariale, Montreal, 2003.

Government of Ontario, Pay Equity Commission, Toronto, Ontario, 2004.

Canadian Bar Association 2004 Canadian Legal Conference, Winnipeg, Manitoba, 2004 (session sponsored by the Law Commission of Canada).

Elementary Teachers' Federation of Ontario and Canadian Teachers Federation, Conference on Teacher Collective Bargaining, Toronto, Ontario. 2005.

Government of Canada. HRSDC Policy Forum. 2005.

Canadian Medical Association. National Health Policy and Negotiations Conference. Ottawa, 2005.

Government of Canada. Federal Mediation and Conciliation Service. Conference. Ottawa. 2007.

Government of Canada. NRCan Labour –Management Symposium, Keynote Address. Cornwall, Ontario. 2008.

Government of Canada. Industry Canada. Presentation on Innovation. Ottawa, Ontario. 2008.

Western Transportation Advisory Council (WESTAC). Annual Meeting. Regina, Sask. 2010.

ORC Worldwide. Canada Labour and Employee Relations Network. Spring Session. Toronto, Ontario. 2010.

Canadian Electricity Association, Human Resources Committee Labour Relations Symposium. Toronto, Ontario. 2011.

Lancaster House. Panelist in “Bargaining in the Broader Public Sector Conference.” Toronto, Ontario. 2011.

Canadian Electricity Association, Human Resources Committee Labour Relations Symposium. Toronto, Ontario. 2012.

Expert Evidence/Testimony

BC Health Services (decided by SCC):

Expert on behalf of Applicant in Charter Case 2002. In The Supreme Court Of British Columbia:

- The Health Services And Support - Facilities Subsector Bargaining Association, The Health Services And Support - Community Subsector Bargaining Association, The Nurses' Bargaining Association, The Hospital Employees' Union, The B. C. Government And Service Employees' Union, The British Columbia Nurses' Union, et al [Plaintiffs] *v.* Her Majesty The Queen In Right Of The Province Of British Columbia [Defendant]

Vancouver Registry No. L020810

Withler (Re: Public Service Superannuation Act; Supplementary Death Benefits Regulations) (decided by the SCC):

Expert on behalf of Applicant in Charter Case. 2005. In The Supreme Court Of British Columbia,

- *Withler* [Applicant] *v.* *Attorney General of Canada*, [Defendant]

Vancouver Registry No. L010910 and

- *Fitzsimonds* [Applicant] *v.* *Attorney General of Canada*, [Defendant]

Vancouver Registry Number L011356.

Ontario Agricultural Workers (decided by the SCC):

Expert on Behalf of Respondent in Charter Case. 2005. In Ontario Superior Court of Justice:

- Michael J. Fraser et al *v.* Attorney General of Ontario [Respondent]

Court File No. 04-CV-266277CM2.

RCMP:

Expert of Behalf of Respondent in Charter Case. 2006. In Ontario Superior Court of Justice:

- Mounted Police Association of Ontario and BC Mounted Police Professional Association *v.* Attorney General of Canada [Respondent]

Court File No. 06-CV-311508PD2.

Overtime Class Action:

Expert on Behalf of Defendant in Proceeding Under the Class Proceedings Act, 1992. 2008. In Ontario Superior Court of Justice:

- Dara Fresco and Canadian Imperial Bank of Commerce [Defendant]

Court File No. 07-CV-334113CP

Overtime Class Action:

Expert on Behalf of Defendant in Proceeding Under the Class Proceedings Act, 1992. 2009. In Ontario Superior Court of Justice:

- Michael Ian McCracken and Canadian National Railway Company [Defendant]
Court File No. 08-CV-351183-CP

Ontario Justices of the Peace Fifth Remuneration Commission – Referral of IAI Issue:

Expert Report, 2010: “*Report on the Appropriate Calculation of the Salary Adjustment for Ontario justices of the Peace under the Ontario Regulation 247/94 for the Period April 1, 2008 through March 31, 2010.*”

Overtime Class Action:

Expert on Behalf of Defendant in Proceeding Under the Class Proceedings Act, 1992. 2011. In Ontario Superior Court of Justice:

- Michael Brown and Brian Singer and Canadian Imperial Bank of Commerce [Defendant]
Court File No. CV-08-00365119CP

Public Service Activities (Participant)

Government of Canada, Federal Mediation and Conciliation Service. Rapporteur for Round Table on Interest-Based Bargaining, Ottawa, 1994.

Government of Canada. Canadian Facilitator, Workshops on Labour Law and Practice. 1994 Cooperative Work Program, North American Agreement on Labour Cooperation: La Jolla, California, 1994.

Government of Canada. Conference on Labour Law and Industrial Relations (“Labour-Management Cooperation: Legal, Productivity and Social Dimensions”). 1994 Cooperative Work Program, North American Agreement on Labour Cooperation. Washington, D.C. 1994. Canadian Presenter and Panelist.

Government of Canada. Workshop on “The Right to Organize and Freedom of Association,” 1995 Cooperative Work Program, North American Agreement on Labour Cooperation, Washington. D.C., 1995. Member, Canadian Delegation.

Parliament of Canada. House of Commons Standing Committee on Human Resources Development and the Status of Persons with Disabilities. Ottawa. February 1998. Invited Speaker.

Government of Canada. Minister of Labour’s Retreat on “Modernizing Labour Policy.” Meech Lake, PQ. 2001. Participant.

Government of Canada. HRDC Labour Program. Labour Policy Consultation. Hull, PQ. May 2002. Participant.

Government of Canada. Pay Equity Task Force. Pay Equity Symposium. Ottawa, Ontario. January 2003. Participant.

Government of Canada. HRSDC. Roundtable on Policy Options for Vulnerable Workers. Meech Lake, PQ. 2004. Participant.

Government of Canada. HRSDC. *Federal Commission on the Review of Federal Labour Standards*, Academic Consultation on Changes in the Canadian Workforce and Workplace, and Their Implications for the Regulation of Labour Standards.” Federal Labour Standards Review. Toronto, Ontario. March 2005. Participant.

Government of Canada. 2008. HRSDC – Labour. *Focused Study on the Causes and Impact of Work Stoppages in the Federal Private Sector*. Informal consultation roundtable of industrial relations experts, Queen’s University. Kingston Ontario. Participant.

Government of Canada. House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities. Ottawa. May 2013. Invited Witness.

Academic and Conference Presentations

Canadian Industrial Relations Association Meetings, 1991, 1992, 1994 (joint with CEA), 1996, 2001, 2002, 2013

Canadian Economics Association Meetings, 1994, 1995, 2003, 2004

Eastern Economics Association Meetings, 1987, 1988, 1990

Industrial Relations Research Association, 1996

McGill University, 1989, 1993

University of Pittsburgh, 1988

Massachusetts Institute of Technology, 1988

Cornell University, 1988 (2), 1990, 1992, 1999

University of Toronto, Centre for Industrial Relations, 1987, 1989, 1991 (2)

Queen's University, John Deutsch Institute Policy Forum, 1990

Queen's University, Centre for Resource Studies, 1991, 1993

National Bureau of Economic Research (Cambridge, MA), 1992

Project on Innovative Employment Relations Systems Conference, Michigan State University, IRRRA, and Federal Mediation and Conciliation Service (Detroit, MI), 1993

Queen's University, John Deutsch Institute, Conference for the Bell Canada Papers on Economic and Public Policy, 1993

Queen's University, School of Policy Studies Conference on, "Labour Market Polarization and Social Policy," 1994

University of Toronto, Centre for International Studies, 1995

Queen's University, John Deutsch Institute and Industrial Relations Centre Conference on, "Transition and Structural Change in the North American Labour Market," 1995

Centre for the Study of Canadian Living Standards Conference on "Emergence of Sectoral Councils in Canada," Montreal, 1996

Queen's University School of Policy Studies Conference on "New Environment in Freight Rail," 1997.

Laval University and Canadian Workplace Research Network Conference on, "Industrial Relations in the New Workplace," Quebec, 1997.

Canadian Association of Administrators of Labour Legislation and Canadian Workplace Research Network. Conference on "Labour Policy in the New Millennium." Summerside, PEI, September 1998.

Centre for the Study of Living Standards. Conference on "State of Living Standards and the Quality of Life in Canada." Ottawa, October 1998.

University of Toronto, Centre for Industrial Relations. "International Conference on Union Growth," April 30-May 1, 2001.

Human Resources Development Canada and Industry Canada. Conference on "Social and Labour Market Aspects of North American Linkages." Montreal, Quebec, 2002.

Human Resources Development Canada and Industry Canada and SSHRCC Partnership on Skills, Roundtable on Employer-Supported Training in Canada. Ottawa, 2003.

University of Saskatchewan, College of Law, Conference on "Employment and Labour Law and Policy for the New Millennium: Promises and Paradoxes," Saskatoon, March 5,6, 2004.

Institute for Research on Public Policy, Montreal, Quebec, Roundtable on "Work-Life Balance in the Early 21st Century." May 2004.

Laval University. Quebec. International Colloquium: Citizenship At Work? Thinking the Workplace of the Future. June 2004.

University of British Columbia, Faculty of Law. Canadian Association of Law Teachers Annual Meeting. June 2005.

Conference on the Evolving Workplace. Ottawa. (Sponsored by: Canadian Employment Research Forum, Human Resources and Skills Development Canada, Labour-Management Partnership Program (HRSDC-Labour), Industry Canada and Statistics Canada). September 2005.

Queen's University, School of Policy Studies. Training Conference on "Innovation in Collective Bargaining and the Labour-Management Relationship." Kingston, Ontario: April 2010

Queen's University, Faculty of Law, Centre for Law in the Contemporary Workplace, Workshop on the Implications of the SCC *Fraser* Case. Kingston. June 2011.

Queen's University, Faculty of Law, Centre for Law in the Contemporary Workplace, Workshop on Labour Arbitration as Access to Justice. Toronto. April 2011.

Queen's University, School of Policy Studies. Training Conference on "Innovation in Collective Bargaining and the Labour-Management Relationship II." Kingston Ontario. January 2012

Queen's University, Faculty of Law, Centre for Law in the Contemporary Workplace, "Shades of Grey: Law and Aging in the Contemporary Workplace." Toronto. April, 2012.

Queen's University. School of Policy Studies and Centre for Law in the Contemporary Workplace, "In the Wake of the Drummond Report and Ontario Budget: Prospects for Reform of Industrial Relations in the Ontario Broader Public Sector." Toronto, June 2012.

CURRICULUM VITAE OF ALI EARLE

DIRECTOR, HUMAN RESOURCES

RESPONSIBILITIES:

As Director, Human Resources, Ms. Earle is responsible for certain areas of OPG's Compensation and Benefits evidence.

Until recently, Ms. Earle was the Pickering Generating Station Human Resources Manager and was responsible for:

- Strategic human resource support to the Pickering executive team including labour relations advice and guidance, performance management, compensation, org design, succession planning and leadership development;
- Managing a team of HR generalists providing full HR support including labour relations, compensation, benefits, disability management, recruitment, safety, etc., to all employees at Pickering Generating Station (~2000 employees).

EDUCATION:

Queen's University, 2002 - Bachelor of Science, Mathematics

Queen's University Industrial Relations Center, 2009 – Certificate in Labour Relations

University of Toronto Rotman School of Management, 2012 – Advanced Program in Human Resource Management

EXPERIENCE:

2002 - Present	Ontario Power Generation Inc.
2014 - Present	Director, Human Resources
2010 - 2014	Manager, Human Resources
2009 - 2010	Cash and Treasury Services Manager
2008 – 2009	Manager, Labour Relations
2007 – 2008	Senior Analyst, Operational Risk
2005 – 2007	Senior Human Resource Officer
2002 – 2005	Human Resource Consultant

CURRICULUM VITAE OF RICK EVERDELL

DIRECTOR, PROJECT MANAGEMENT HYDRO - THERMAL OPERATIONS ONTARIO POWER GENERATION INC.

RESPONSIBILITIES:

As Director, Project Management (Niagara Tunnel), Hydro-Thermal Operations, Mr. Everdell's responsibilities include:

- Management of OPG's \$1.6B Niagara Tunnel Project.
- Oversight of Owner's Representative, Design Build Contractor and other contractors.
- Oversight of project safety, environment, quality, cost & schedule.
- Oversight of project risk management.
- Coordination of OPG and external stakeholder involvement.
- Preparation of business cases and budgets.
- Progress / status reporting to OPG management & Board.

EDUCATION:

University of Waterloo (1976) - Bachelor of Applied Science (Civil Engineering)

EXPERIENCE:

1976 - Present	Ontario Power Generation Inc. & Ontario Hydro
2005 - Present	Director, Project Management (Niagara Tunnel), Hydro-Thermal
2004 - 2005	Project Manager (Niagara Tunnel), Hydroelectric Development
1998 - 2004	Senior Project Manager (Niagara Plant Group), Electricity Production
1996 - 1998	Project Manager, Hydro Technical Services & Projects
1993 - 1996	Hydroelectric Project Engineer, Hydro Engineering & Technical Support
1991 - 1993	Supervising Project Engineer, Design & Development
1989 - 1991	Project Engineer, Design & Development
1988 - 1989	Planning Engineer, System Planning
1978 - 1988	Senior Layout Engineer, Design & Development
1976 - 1978	Layout Engineer, Design & Development Division

MEMBERSHIP:

Professional Engineers of Ontario (since 1977)

CURRICULUM VITAE OF JASON FITZSIMMONS

VICE PRESIDENT HEALTH AND SAFETY, LABOUR AND EMPLOYEE RELATIONS

RESPONSIBILITIES:

Vice President Health and Safety, Labour and Employee Relations:

- Development and implementation of strategies for the management of employee health; safety; human rights; and union management relations
- Negotiation of collective agreements and other labour related agreements
- Coordination of employment related legal issues including grievance arbitration, and all employment related matters
- Development and implementation of health and safety governance and programs
- Development and implementation of employment related governance and programs

EDUCATION:

University of Toronto, 2003 – Certificate in Strategic Human Resource Management (CHRP)
Queens University, 2005 – Certificate in Organizational Effectiveness
Rotman School of Business 2013 – Board Human Resource Program

EXPERIENCE:

2013 – Present	Vice President Health & Safety, Labour and Employee Relations - OPG
2010 - 2012	Vice President Safety and Wellness - OPG
2009 - 2010	Vice President Nuclear Human Resources and Employee Safety -OPG
2007 -2009	Director Labour Relations OPG
2002 -2007	Manager Labour Relations OPG
1999-2002	Labour Relations Consultant OPG
1996-1999	Human Resource Consultant Ontario Hydro

MEMBERSHIPS:

Human Resource Professionals Association of Ontario – HRP AO
Executive Board Director –Electrical Power Sector Construction Association
Advisory Panel Member – Ryerson University, Centre for Labour and Management Relations

CURRICULUM VITAE OF ALEX KOGAN

DIRECTOR, BUSINESS PLANNING AND REGULATORY FINANCE

RESPONSIBILITIES:

As Director, Business Planning and Regulatory Finance, Mr. Kogan's responsibilities include:

- Implementing and managing the annual corporate business planning process
- Developing consolidated forecasts of OPG's financial performance
- Overseeing regulatory accounting and reporting
- Developing and maintaining regulatory accounting policies
- Providing financial analyses in support of OPG's financial and regulatory strategies
- Completion of financial studies for rate regulation purposes

EDUCATION:

Schulich School of Business, York University, Toronto, Ontario (2003) – BBA
Chartered Professional Accountants of Ontario (The Institute of Chartered Accountants of Ontario) (2006) – Chartered Professional Accountant (Chartered Accountant)
The Illinois Board of Examiners (2007) – Certified Public Accountant
Chartered Professional Accountants of Ontario (The Institute of Chartered Accountants of Ontario) (2008) – Controllership Program

EXPERIENCE:

2006 - Present	Ontario Power Generation Inc.
2013 - Present	Director, Business Planning and Regulatory Finance
2010 - 2013	Manager, Regulatory Finance
2006 - 2010	Senior Advisor, Regulatory Finance

2003 - 2006 Deloitte & Touche LLP

MEMBERSHIPS:

Chartered Professional Accountants of Ontario (The Institute of Chartered Accountants of Ontario)

CURRICULUM VITAE OF LUBNA LADAK

DIRECTOR, CONTROLLERSHIP

RESPONSIBILITIES:

As Director of Controllership Ms. Ladak is responsible for:

- The controllership function for Business & Administrative Services, Commercial Operations & Environment, Human Resources, Finance, Assurance, and the Corporate Office, including financial reporting, business planning and budgeting, and advice on financial and business matters.
- Maintaining and operating the corporate cost allocation model for planning and reporting.

EDUCATION:

University of Toronto (1989) - Bachelor of Arts

Rotman School of Business, University of Toronto (1991) - MBA

Institute of Chartered Accountants of Ontario (1993) - Chartered Accountant

Institute of Chartered Accountants of Ontario (2014) - Certified Professional Accountant

EXPERIENCE:

1995 – Present	Ontario Power Generation Inc., Ontario Hydro
2012 – Present	Director, Controllership
2010 – 2012	Director, Finance Projects
2005 – 2009	Manager/Director, Regulatory Finance
2000 – 2005	Controller, Hydroelectric and Fossil Business Unit
1997 – 1999	Manager, Business Planning and Reporting for Fossil, Hydro, Energy Markets Business Units
1995 – 1997	Manager, Internal Audit
1990 – 1995	Ernst & Young

MEMBERSHIPS:

Institute of Chartered Accountants of Ontario

CURRICULUM VITAE OF JAMIE LAWRIE

PROJECT DIRECTOR

RESPONSIBILITIES:

As Project Director, Mr. Lawrie's responsibilities include:

- Manage the project and associated contracts for the Darlington Steam Generator refurbishments.

EDUCATION:

Carleton University, 1987 - Bachelor of Science (Chemistry) with honours.

EXPERIENCE:

1987- Present	Ontario Power Generation Inc., Ontario Hydro
2014 - Present	Project Director, Steam Generators – Nuclear Refurbishment
2012-2014	Director, Project Controls – Projects & Modifications
2009-2012	Director, Investment Management – Nuclear Finance
2008	Director, Planning & Coordination – Engineering & Modifications
2006-2007	Director, Projects – Inspection and Maintenance Services
2005-2006	Manager, Design Projects – Projects & Modifications
2003-2005	Manager, Critical Equipment – Projects & Modifications
2000-2003	Manager, Boiler Project – Pickering Nuclear
1997-2000	Project Manager for various projects – Pickering Nuclear
1987-1996	Various project related positions in Head Office, Pickering, and Darlington generating stations.

CURRICULUM VITAE OF JOHN G. MAUTI

Vice President, Business Planning & Reporting

RESPONSIBILITIES:

As Vice President, Business Planning and Reporting, Mr. Mauti's responsibilities include:

- Co-ordinating Corporate Business Planning efforts including setting of financial targets and costing assumptions for use across the business
- Oversight of regulatory finance group and management of deferral and variance account balances
- Centralized cost management and business planning systems used across the company for standardized cost reporting and budgeting processes
- Externally filed public financial statements including annual and quarterly filings with securities regulators
- Oversight and management of nuclear liability issues as related to ONFA, segregated funds, recovery of costs through the regulatory process.

EDUCATION:

Wilfrid Laurier University (1987) – Honours Bachelor of Business Administration

EXPERIENCE:

1991 - Present	Ontario Power Generation Inc., Ontario Hydro
2012 – Current	Vice President – Business Planning & Reporting
2006 - 2012	Director of Nuclear Reporting
2009	Acting Chief Financial Officer – Nuclear Waste Management Organization
2002 - 2006	Director of Restructuring, Commercialization and Nuclear Support
1999 - 2001	Director of Accounting – OPG Finance
1997 - 1999	Manager, Financial Reporting and Internal Control – Nuclear Finance
1991 - 1997	Various analytical and management positions in Finance including
Financial	Advisor, Audit Senior and Audit Client Services Manager
1987 - 1991	Auditor General of Ontario

MEMBERSHIP:

Institute of Chartered Accountants of Ontario (1991) - Chartered Accountant Designation

CURRICULUM VITAE OF MARIO MAZZA

Vice President – Strategy & Business Support HYDRO THERMAL OPERATIONS (HTO)

RESPONSIBILITIES:

As Vice President – Strategy & Business Support (HTO), Mr. Mazza's responsibilities include:

- Preparation of the Hydro business plan and annual budget.
- Performance reporting and benchmarking.
- Regulatory support (Hydro rate regulation, Long Term Energy Planning, other regulatory issues support).
- Portfolio/Asset Management (plant assessments, life cycle planning, etc.).
- Production support and market operations support.
- IT infrastructure support (eg, Plant Work Management and Materials System).
- Development and tracking of Hydro Energy and Gross Revenue Charge forecasts and oversight of water power leases, water management plans, and licenses.
- Development of Hydro Thermal Scorecard for Annual Incentive Plan.
- Records and document management.
- Project Management oversight.

EDUCATION:

University of Toronto (1979) - Bachelor of Applied Science (Civil Engineering)

EXPERIENCE:

1979 - Present	Ontario Power Generation Inc., Ontario Hydro
2012 - Present	Vice President – Strategy & Business Support HTO
2005 - 2011	Director, Business Support & Regulatory Affairs, Hydro
2002 - 2005	Manager - Programming and Business Support, Electricity Production
1998 - 2002	Senior Advisor - Business Programming Dept, Hydroelectric Business Unit
1986 - 1998	Civil Maintenance and Projects Engineer, Civil Works Department, Hydraulic Generation Division
1979 - 1986	Civil Design Engineer, Nuclear Containment Group-Civil, Design and Development Division

MEMBERSHIP:

Professional Engineers of Ontario
Ontario Waterpower Association – Board of Directors

QUALIFICATIONS OF KATHLEEN C. MCSHANE

At Foster Associates, Ms. McShane has worked in the areas of financial analysis, energy economics and cost allocation. Ms. McShane has presented testimony in more than 200 proceedings on rate of return and capital structure before federal, state, provincial and territorial regulatory boards, on behalf of U.S. and Canadian electric utilities, gas distributors and pipelines, and telephone companies. These testimonies include the assessment of the impact of business risk factors (e.g., competition, rate design, contractual arrangements) on capital structure and equity return requirements. She has also testified on various ratemaking issues, including deferral accounts, rate stabilization mechanisms, excess earnings accounts, cash working capital, and rate base issues. Ms. McShane has provided consulting services for numerous U.S. and Canadian companies on financial and regulatory issues, including financing, financial performance measures, dividend policy, corporate structure, cost of capital, automatic adjustments for return on equity, form of regulation (including performance-based regulation), unbundling, corporate separations, stand-alone cost of debt, regulatory climate, income tax allowance for partnerships, change in fiscal year end, treatment of inter-corporate financial transactions, and the impact of weather normalization on risk.

Ms. McShane was principal author of a study on the applicability of alternative incentive regulation proposals to Canadian gas pipelines. She was instrumental in the design and preparation of a study of the profitability of 25 major U.S. gas pipelines, in which she developed estimates of rate base, capital structure, profit margins, unit costs of providing services, and various measures of return on investment. Other studies performed by Ms. McShane include a comparison of municipal and privately owned gas utilities, an analysis of the appropriate capitalization and financing for a new gas pipeline, risk/return analyses of proposed water and gas distribution companies and an independent power project, pros and cons of performance-based regulation, and a study on pricing of a competitive product for the U.S. Postal Service.

She has also conducted seminars on cost of capital and related regulatory issues for public utilities, with focus on the Canadian regulatory arena.

Ms. McShane worked for the University of Florida and its Public Utility Research Center, functioning as a research and teaching assistant, before joining Foster Associates. She taught both undergraduate and graduate classes in financial management and assisted in the preparation of a financial management textbook.

PUBLICATIONS, PAPERS AND PRESENTATIONS:

- *Utility Cost of Capital: Canada vs. U.S.*, presented at the CAMPUT Conference, May 2003.
- *The Effects of Unbundling on a Utility's Risk Profile and Rate of Return*, (co-authored with Owen Edmondson, Vice President of ATCO Electric), presented at the Unbundling Rates Conference, New Orleans, Louisiana sponsored by Infocast, January 2000.
- *Atlanta Gas Light's Unbundling Proposal: More Unbundling Required?* presented at the 24th Annual Rate Symposium, Kansas City, Missouri, sponsored by several commissions and universities, April 1998.
- *Incentive Regulation: An Alternative to Assessing LDC Performance*, (co-authored with Dr. William G. Foster), presented at the Natural Gas Conference, Chicago, Illinois sponsored by the Center for Regulatory Studies, May 1993.
- *Alternative Regulatory Incentive Mechanisms*, (co-authored with Stephen F. Sherwin), prepared for the National Energy Board, Incentive Regulation Workshop, October 1992.
- "The Fair Return", (co-authored with Michael Cleland), *Energy Law and Policy*, Gordon Kaiser and Bob Heggie, eds., Toronto: Carswell Legal Publications, 2011.

EXPERT TESTIMONY/OPINIONS
ON
RATE OF RETURN AND CAPITAL STRUCTURE

Alberta Natural Gas
1994

Alberta Utilities
Generic Cost of Capital
2011

AltaGas Utilities
2000

Ameren (Central Illinois Public Service)
2000, 2002, 2005, 2007 (2 cases),
2009 (2 cases)

Ameren (Central Illinois Light Company)
2005, 2007 (2 cases), 2009 (2 cases)

Ameren (Illinois Power)
2004, 2005, 2007 (2 cases), 2009 (2 cases)

Ameren (Union Electric)
2000 (2 cases), 2002 (2 cases), 2003,
2006 (2 cases)

ATCO and AltaGas Utilities
Generic Cost of Capital, Alberta
2003

ATCO Electric
1989, 1991, 1993, 1995
1998, 1999, 2000, 2003

ATCO Gas
2000, 2003, 2007

ATCO Pipelines
2000, 2003, 2007, 2011

ATCO Utilities
Generic Cost of Capital
2008

Bell Canada
1987, 1993

Benchmark Utility Cost of Capital
(British Columbia)
1994, 1999, 2012

Canadian Western Natural Gas
1989, 1996, 1998, 1999

Centra Gas B.C.
1992, 1995, 1996, 2002

Centra Gas Ontario
1990, 1991, 1993, 1994, 1995

Direct Energy Regulated Services
2005

Dow Pool A Joint Venture
1992

Electricity Distributors Association
2009

Enbridge Gas Distribution
1988, 1989, 1991, 1992, 1993, 1994
1995, 1996, 1997, 2001, 2002

Enbridge Gas New Brunswick
2000, 2010

Enbridge Pipelines (Line 9)
2007, 2009

Enbridge Pipelines (Southern Lights)
2007

EPCOR Water Services Inc.
1994, 2000, 2006, 2008, 2011

FortisBC Inc.
1995, 1999, 2001, 2004, 2013

FortisBC Energy Inc.
1992, 2005, 2009, 2011, 2013

FortisBC Energy (Whistler) Inc.
2008, 2013

Gas Company of Hawaii
2000, 2008

Gaz Métro
1988

Gazifère
1993-1998, 2010

Heritage Gas
2004, 2008, 2011

Hydro One
1999, 2001, 2006 (2 cases)

Insurance Bureau of Canada
(Newfoundland)
2004

Laclede Gas Company
1998, 1999, 2001, 2002, 2005

Laclede Pipeline
2006

Mackenzie Valley Pipeline
2005

Maritime Electric
2010

Maritime Link
2013

Maritimes NRG
(Nova Scotia and New Brunswick)
1999

MidAmerican Energy Company
2009

Multi-Pipeline Cost of Capital Hearing
(National Energy Board)
1994

Natural Resource Gas
1994, 1997, 2006, 2010

New Brunswick Power Distribution
2005

Newfoundland & Labrador Hydro
2001, 2003

Newfoundland Power
1998, 2002, 2007, 2009, 2012 (2 cases)

Newfoundland Telephone
1992

Northland Utilities
2008 (2 cases)

Northwestel, Inc.
2000, 2006

Northwestern Utilities
1987, 1990

Northwest Territories Power Corp.
1990, 1992, 1993, 1995, 2001, 2006

Nova Scotia Power Inc.
2001, 2002, 2005
2008, 2011, 2012

Ontario Power Generation
2007, 2010

Ozark Gas Transmission
2000

Pacific Northern Gas
1990, 1991, 1994, 1997
1999, 2001, 2005, 2009, 2013

Plateau Pipe Line Ltd.
2007

Platte Pipeline Co.
2002

St. Lawrence Gas
1997, 2002

Southern Union Gas
1990, 1991, 1993

Stentor
1997

Tecumseh Gas Storage
1989, 1990

Telus Québec
2001

TransCanada PipeLines
1988, 1989, 1991 (2 cases), 1992, 1993

TransGas and SaskEnergy LDC
1995

Trans Québec & Maritimes Pipeline
1987

Union Gas
1988, 1989, 1990, 1992
1994, 1996, 1998, 2001

Westcoast Energy
1989, 1990, 1992 (2 cases), 1993, 2005

Yukon Electrical Company
1991, 1993, 2008

Yukon Energy
1991, 1993

EXPERT TESTIMONY/OPINIONS
ON
OTHER ISSUES

<u>Client</u>	<u>Issue</u>	<u>Date</u>
Greater Toronto Airports Authority	Financial Performance Measures	2012
Heritage Gas	Criteria for a Mature Utility	2011
Alberta Utilities	Management Fee on CIAC	2011
ATCO Electric	Construction Work in Progress (CWIP) Recovery of Future Income Tax (FIT)	2010
Maritimes & Northeast Pipeline	Return on Escrow Account	2010
Nova Scotia Power	Calculation of ROE	2009
Alberta Oilsands Pipeline	Cash Working Capital	2007
New Brunswick Power Distribution	Interest Coverage/Capital Structure	2007
Heritage Gas	Revenue Deficiency Account	2006
Hydro Québec	Cash Working Capital	2005
Nova Scotia Power	Cash Working Capital	2005
Ontario Electricity Distributors	Stand-Alone Income Taxes	2005
Caisse Centrale de Réassurance	Collateral Damages	2004
Hydro Québec	Cost of Debt	2004
Enbridge Gas New Brunswick	AFUDC	2004
Heritage Gas	Deferral Accounts	2004
ATCO Electric	Carrying Costs on Deferral Account	2001
Newfoundland & Labrador Hydro	Rate Base, Cash Working Capital	2001
Gazifère Inc.	Cash Working Capital	2000
Maritime Electric	Rate Subsidies	2000
Enbridge Gas Distribution	Principles of Cost Allocation	1998
Enbridge Gas Distribution	Unbundling/Regulatory Compact	1998

Maritime Electric	Form of Regulation	1995
Northwest Territories Power	Rate Stabilization Fund	1995
Canadian Western Natural Gas	Cash Working Capital/ Compounding Effect	1989
Gaz Métro/Province of Québec	Cost Allocation/ Incremental vs. Rolled-In Tolling	1984

CURRICULUM VITAE OF DIETMAR REINER

SENIOR VICE PRESIDENT, NUCLEAR PROJECTS

RESPONSIBILITIES:

As Senior Vice President, Nuclear Projects, Mr. Reiner's responsibilities include:

- contributing to and supporting the development of Ontario Power Generation's long-term business strategies and objectives
- providing vision and leadership for OPG's nuclear projects portfolio, including the successful implementation of the mid-life refurbishment of the Darlington Nuclear Station
- jointly developing a long-term vision and strategy for the Darlington Nuclear Station post-refurbishment

EDUCATION:

Bachelor of Applied Science Degree, Honours Electrical Engineering
University of Waterloo, Waterloo, ON

EXPERIENCE:

1999 to Present	Ontario Power Generation
2014 – Present	Senior Vice President, Nuclear Projects
2010 - 2014	Senior Vice President, Nuclear Refurbishment
2008 - 2010	Senior Vice President, Inspection, Maintenance & Commercial Services
2000 - 2008	Chief Information Officer
1999 - 2000	Vice President, Commercial Systems
1998 - 1999	Director, Generation Resource Management
1985 to 1998	Ontario Hydro
1997 - 1998	Manager, Production Planning
1995 - 1997	Section Head, Hydroelectric Business Unit
1985 - 1995	Engineer, Power Systems Operations and Nuclear Operations
1986 to 1986	Elder Engineering Inc. Consulting Engineer
1979 to 1980	Ontario Hydro Nuclear Operator Training Program

MEMBERSHIPS:

Professional Engineers Ontario

CURRICULUM VITAE OF GARY ROSE

DIRECTOR OF REFURBISHMENT PLANNING AND CONTROL

RESPONSIBILITIES:

As Director, Planning and Control Nuclear Refurbishment, Mr. Rose's responsibilities include:

- Accountability for project controls functions including maintenance of project infrastructure, systems, and methods.
- Responsible for the processes for estimating, scheduling, budgets, cost management, forecasting, change control, document control, project and performance reporting.

EDUCATION:

Ryerson Polytechnic University - Bachelor of Commerce (Accounting)

Certified General Accountants Association of Ontario – Certified General Accountant

McLaughlin Masters Certificate in Project Management at Durham College Atocrates Centre for Project Management

Project Management Institution ("PMI") - Project Management Professional Designation

EXPERIENCE:

1988 to Present	Ontario Power Generation Inc., Ontario Hydro
2008 to Present	Director, Planning and Control – Nuclear Refurbishment
2005 to 2007	Manager, Finance Process and Support – Nuclear Finance
2004 to 2005	Manager, Finance Process and Support – PA RTS Finance
2002 to 2004	Manager, Corporate Accounts Payable – CFPS, Controllers
1999 to 2002	Manager, Special Projects – CFPS, Controllers
1997 to 1999	Manager, Fixed Assets and Accounts Receivable – Corporate Accounting

MEMBERSHIPS:

Association for the Advancement of Cost Engineering ("AACE")

Project Management Institute ("PMI")

Construction Industry Institute ("CII") – Member of Product Review Board ("PRB")

Certified General Accountants Association of Ontario

CURRICULUM VITAE OF ROBBY SOHI

DIRECTOR, PLANT ENGINEERING SERVICES HYDRO THERMAL OPERATIONS BUSINESS UNIT

RESPONSIBILITIES:

As Director of Plant Engineering Services - Hydro Thermal Operations Business Unit, Mr. Sohi's responsibilities include:

- Provide support in the areas of engineering, technical support and asset management
- Lead and coordinate engineering risk assessments and plant condition assessments
- Provide engineering and technical support to plants in the following areas:
 - Operations and Maintenance work
 - Project development for Capital and OM&A projects
 - Project execution for Capital and OM&A projects
 - Dam safety programs
- Provide technical specifications, standards and procedures for technical work to support Hydro Thermal Operations
- Provide technical expertise in key areas

EDUCATION:

McMaster University (1991) - Bachelor of Engineering (Electrical Engineering)

EXPERIENCE:

May 12 – Present	ONTARIO POWER GENERATION Plant Engineering Services Position: Director
February 09 – May 12	ONTARIO POWER GENERATION Niagara Plant Group Position: Asset Manager
August 06 – Feb 09	ONTARIO POWER GENERATION Niagara Plant Group Position: First Line Manager – Large Facilities
August 99 – August 06	ONTARIO POWER GENERATION Ottawa/St. Lawrence Plant Group Position: Plant Group Programming Coordinator
January 96-August 99	ONTARIO HYDRO, Northwest Hydroelectric Position: Protection and Control Supervisor
June 91- December 95	ONTARIO HYDRO, Mississauga & Kenora Districts Protection and Control Engineer, Transmission

MEMBERSHIP:

Professional Engineers of Ontario
Electrical Power Research Institute (EPRI) - Manager of EPRI Technology Transfer (METT) for
OPG

CURRICULUM VITAE OF LAURIE SWAMI

VICE PRESIDENT, NUCLEAR SERVICES

RESPONSIBILITIES:

As Vice President, Nuclear Services, Ms. Swami's responsibilities include:

- Responsible for Nuclear Strategic Planning and Improvement, Radiation Protection for the nuclear facilities and Nuclear Regulatory Affairs, including Darlington Refurbishment, New Nuclear and the Deep Geologic Repository

EDUCATION:

Queen's University (1985) – Bachelor of Science, Engineering Chemistry
York University (1994) - Masters of Business Administration

EXPERIENCE:

1986 - Present	Ontario Power Generation Inc., Ontario Hydro
2012 - Present	Vice President, Nuclear Services
2010 - 2012	Vice President, Nuclear Regulatory Programs and Director, Licensing and Environment, DNNP
2009 - 2010	Director, Licensing and Environment, DNNP
2006 - 2009	Director, Licensing, Nuclear Generation Development
2005 - 2006	Director, Enterprise Risk Management OPG
2003 - 2005	Director, Environment, OPG-Nuclear
2003	Manager Radiation Protection, Pickering B
2001 - 2003	Manager, Chemistry, Pickering Nuclear
2000	Manager, IIP Co-ordination, Pickering Nuclear
1997 - 2000	Manager, Environmental Compliance, Pickering Nuclear
1992 - 1997	Technical Supervisor, Environment, Pickering Nuclear
1986 - 1992	Various engineering positions, Ontario Hydro

MEMBERSHIP:

Women In Nuclear, Durham - Founding Member

CURRICULUM VITAE OF BILL WILBUR, P. ENG.

DIRECTOR – GENERATION & REVENUE PLANNING COMMERCIAL OPERATIONS & ENVIRONMENT BUSINESS UNIT

RESPONSIBILITIES:

As Director – Generation & Revenue Planning, Mr. Wilbur's responsibilities include:

- Prepare generation and revenue plans for OPG's business planning process
- Prepare long-term forecasting and planning scenarios to support OPG strategy development
- Provide integrated production and price forecasts for planning and risk analysis
- Support decisions regarding offer strategy and integrated outage management for OPG's generation fleet
- Regulatory support (HIM, SBG, non-energy revenues)
- Management of fuel inventories for OPG's thermal generation resources
- Procurement of external information and data services used in Commercial Operations

EDUCATION:

University of Western Ontario (1986) - Bachelor of Engineering Science (Electrical)

EXPERIENCE:

2008 - present	Ontario Power Generation
2012 - present	Director – Generation & Revenue Planning, Integrated Revenue Planning, Commercial Operations & Environment
2008 - 2012	Manager – Market Operations, Electricity Sales & Trading, Energy Markets
2001 – 2008	Independent Electricity System Operator
2003 – 2008	Supervisor – Market Development, Market Evolution Department
2001 – 2003	Engineer – Settlements, Settlements Department
1986 – 2001	Ontario Hydro, Ontario Power Generation
1997 – 2001	Senior Engineer - Resource Management, Generation Resource Management Division
1994 – 1997	Assistant System Control Officer - System Operations Department, Power System Operation Division
1992 – 1993	Operations Engineer - System Security, System Operations Department, Power System Operations Division
1988 – 1992	Shift Control Engineer - DACS Operations, Integrated Control Facilities Department, Power System Operations Division
1986 – 1988	Assistant Operations Engineer - Market Analysis, Interconnections Department, Power System Operations Division

OTHER:

Generator representative on the IESO's Technical Panel since 2013
Professional Engineer registered in the province of Ontario since 1988

CURRICULUM VITAE OF JAMES B. WOODCROFT

Director, Strategic Planning & Improvement

RESPONSIBILITIES:

As Director, Strategic Planning & Improvement, Mr. Woodcroft's responsibilities include:

- Accountable for Strategic, Generation and Operational Business Planning.
- Accountable for co-ordinating and driving Nuclear Fleet Improvements.
- Accountable for the Corrective Action Program.
- Accountable for Stakeholder Relations in Nuclear.

EDUCATION:

Queens School Of Business, Advanced Executive Certificate in General Management - 2013
Mohawk College, Hamilton, Ontario, 1978 - 1979 Instrumentation Engineering

EXPERIENCE:

1986 - Present	Ontario Power Generation Inc., Ontario Hydro
2012 - Present	Director, Strategic Planning & Improvement
2009 - 2012	Outage Programs Manager
2006 - 2008	Outage Manager Pickering B
2003 - 2006	Outage Section Manager Pickering A
1999 - 2003	Outage System Window Co-ordinator Darlington
1988 - 1999	Shift Control Tech. Darlington
1986 - 1988	Field Engineering Tech. Darlington
1982 - 1986	Syncrude Canada Ltd. Ft. McMurray Alberta
1982 - 1986	Instrumentation Tech.
1979 - 1982	Dofasco Inc - Hamilton Ontario
1979 - 1982	Combustion & Instrumentation Apprentice / Mechanic

CURRICULUM VITAE OF CHRIS YOUNG

VICE PRESIDENT, HYDROELECTRIC AND THERMAL PROJECT EXECUTION

RESPONSIBILITIES:

As Vice President - Hydroelectric and Thermal Project Execution, Dr. Young's responsibilities included:

- Management of major hydroelectric and thermal projects including new construction and conversion of coal units to alternate fuels.
- Provision of project oversight as "Project Sponsor" for \$1.6B Niagara Tunnel Project
- Provision of project oversight as "Project Sponsor" for \$2.5B Lower Mattagami River Project
- Leading development phase of Atikokan GS biomass conversion
- Provision of progress and status reporting to Senior Management and Board of Directors.

EDUCATION:

University of New Brunswick (1979) - Bachelor of Science in Engineering (Electrical)

University of Toronto (1985) - Master of Business Administration

University of Waterloo (1993) - Doctorate in Management Sciences

University of Toronto (2010) - Directors Education Program

EXPERIENCE:

1979 - 2014	Ontario Power Generation Inc., Ontario Hydro
2012 - 2014	Vice President, Hydroelectric and Thermal Project Execution
2004 - 2012	Vice President, Thermal Generation Development
2000 - 2004	Plant Manager, Nanticoke Generating Station
1998 - 2000	Director, Credit and Risk Oversight
1997 - 1998	Senior Manager, Risk Management
1996 - 1997	Manager, Business Programming and Performance, Hydroelectric
1994 - 1996	Manager, Environment and Materials Management, Hydroelectric
1991 - 1994	Manager, Risk Management, Treasury Division
1979 - 1991	Various Roles, Nuclear Generation Division

MEMBERSHIPS:

Professional Engineers of Ontario
Institute of Corporate Directors
Fellow, Canadian Academy of Engineering
Board of Directors, Workplace Safety and Prevention Services