



The MEARIE Group

2016 Management Salary Survey Of Local Distribution Companies



SURVEY REPORT

August 2016

SURVEY ADMINISTRATOR: Korn Ferry Hay Group



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2016 Management Salary Survey
Of Local Distribution Companies



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1. Introduction

The MEARIE Group is pleased to present this report of the 2016 Management Salary Survey of Local Distribution Companies (LDCs).

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

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

The Survey was further enhanced from 2013 to 2014 through our partnership with Korn Ferry Hay Group ("Hay Group"), a globally renowned compensation consulting firm. Hay Group drew upon their expertise and experience in developing and managing salary surveys across all sectors of the economy and in numerous countries around the world.

There are no substantial changes to the survey in 2015 or 2016.

The 2016 survey includes:

- Geographic, Number of Employees, Number of Customer and Revenue size reporting.
- Fifty (50) benchmark descriptions, supported by the Hay Group job evaluation methodology for improved reporting and greater ability to identify the impact of organization size and structure.
- Continued reporting of "total cash compensation" to provide greater depth of information regarding market pay practices.
- An overview of local distribution company market trends and compensation projections for 2017 budget planning.
- MS Excel survey reporting including versions of position salary tables by All Organizations, Geography, Revenue and Customers to support those organizations that wish to conduct further analysis of the results and to assist in transferring survey results into internal reporting.



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The survey includes two presentation documents and Excel data tables in formats as follows:

- PDF Documents:
 - Survey Report Executive Summary containing a complete analysis and a data summary of all the positions.
 - Survey Report addendum which includes a complete analysis of each position, presented on one page.
- Excel Documents which are provided for easy data export and printable to one legal sized page, showing LDC Survey data by:
 - All Organizations
 - Region
 - Customer Base
 - Revenue
 - Number of Employees

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



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CONFIDENTIALITY POLICY

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

An individual LDC will provide its authorization for the sharing of information identified as being information of that LDC by completing the Survey Data Submission for a Survey. This will result in the LDC's data being identified by name in the listing of participants. This enables participants to be aware of the names of the other participants in the Survey to determine the relevance of Survey data cuts (e.g. by geography or size).

All of the information obtained through a Survey will be treated with the utmost confidentiality. Data will be reported on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified/attributed. Standards for minimum number of data will be strictly enforced to ensure confidentiality. Neither Hay Group nor MEARIE Group will release or disclose to any other person whatsoever any information pertaining to any individual LDC participant.

Survey results will be reported only to those LDCs who participate in the Survey and provide comprehensive data. Comprehensive participation means that each LDC is expected to match as many of the Survey benchmark positions as they are able, and provide data for all incumbents of matched positions. **All participants must consider this information as strictly confidential.**

The results of a Survey will not be disclosed/sold to or shared with organizations that have not participated in that Survey, whether by The MEARIE Group or Hay Group or Survey participants. **Participants may not share the Survey reports/results with non-participant LDCs or any entity under any circumstances.**

The data collected for a Survey may also be included in the Hay Group's Canadian compensation database. Information in the Hay Group database is maintained with the highest standards of confidentiality; analysis and reporting of data is on an aggregate basis only, and in such a way as to ensure that individual participant data cannot be identified or attributed. As of January 2016, there are over 540 employers represented in the Hay Group database. Should you have any questions or for further information, please contact Deirdre Chong Smith, Consultant at Korn Ferry Hay Group at 416-815-6344 or deirdre.chong@kornferry.com.

The obligations of confidentiality set out in this policy are subject to the requirements of applicable law. However, LDCs may not disclose the existence or results of a Survey to any regulatory body (or other person) unless compelled by law to do so, and if an LDC is compelled by law to make such a disclosure, it will give The MEARIE Group as much notice in advance as possible of the disclosure and the reasons the disclosure is legally required. In such circumstances, the LDC will take such steps as The MEARIE Group reasonably requests, or will co-operate with respect to any steps The MEARIE Group reasonably wishes to take, to contest or limit the scope of the disclosure.

The MEARIE Group will not be liable for breaches by participating LDCs or Hay Group of this Confidentiality Policy.



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2. Survey Overview

Survey Benchmark Positions

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

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



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



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Participants All organizations in the LDC sector in Ontario were invited to participate in the survey. The following forty-one (41) organizations submitted data:

- Bluewater Power Distribution
- Brantford Power Inc.
- Burlington Hydro
- Collus PowerStream Corp.
- E.L.K. Energy Inc.
- Energy+ Inc.
- Entegrus Inc.
- Enwin Utilities Ltd.
- Espanola Regional Hydro Distribution
- Essex Power
- Festival Hydro Inc.
- Fort Frances Power Corp.
- Greater Sudbury Utilities
- Grimsby Power Inc.
- Guelph Hydro Electric Systems Inc.
- Halton Hills Hydro Inc.
- Hydro Ottawa
- InnPower Corp.
- Kitchener-Wilmot Hydro Inc.
- Lakefront Utilities Inc.
- Lakeland Power Distribution Ltd.
- London Hydro Inc.
- Midland Power Utility Corp.
- Milton Hydro Distribution Inc.
- Niagara Peninsula Energy Inc.
- North Bay Hydro Distribution Ltd.
- Northern Ontario Wires Inc.
- Oakville Hydro
- Orangeville Hydro Ltd.
- Orillia Power Distribution Corp.
- Oshawa PUC Networks, Inc.
- Peterborough Utilities Group
- PUC Services Inc.
- Thunder Bay Hydro Electricity Distribution Inc.
- Utilities Kingston
- Veridian
- Wasaga Resource Services
- Waterloo North Hydro Inc.
- Welland Hydro-Electric System Corp.
- Westario Power Inc.
- Whitby Hydro Energy Services Corp.

Due to the changes in the participant mix, data values in the report can fluctuate from one year to another. Therefore, participants are reminded of these factors when comparing data from 2016 over 2015.



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Participant Group Profile

All participants provided information regarding their organizational profile. The summary statistics of the participating organizations are detailed below.

The figures reported below are assessed on an “as provided” basis. Hay Group and the MEARIE Group have not independently or exhaustively verified the values presented below.

Statistic	P25	P50	P75	Average
Annual Operating Budget (\$ millions, less the cost of power)	4.5	10.0	19.0	18.2
Annual Operating Budget (\$ millions, including the cost of power)	37.4	102.5	172.5	139.6
Number of Employees (full time equivalent)	32	65	135	102
Number of Customers	13,516	36,280	55,433	48,529
Gross Revenue (\$ millions, less the cost of power)	8.5	17.1	32.2	28.3
Gross Revenue (\$ millions, including the cost of power)	41.0	109.1	198.8	151.6
Regulated Gross Revenue	97%	99%	100%	90%
Unregulated Gross Revenue	0%	1%	3%	10%

All organizations noted the fiscal year ends in December.

Analyst Note: where average is significantly higher or lower than the median of the market, this indicates a small number of observations which skew the data either high or low. For example, unregulated gross revenue average is 10%, which is substantially higher than the 1% median or 3% 75th percentile, indicating that within the top 25% of organizations there is a significant portion of unregulated Gross revenue in excess of 10% in a few organizations.



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3. Salary Administration

Salary Range Adjustments – 2015, 2016 & 2017	Thirty-four (34, or 83%) organizations reported data for salary ranges while 7 (17%) indicated they did not use ranges. The most common month for adjusting salary ranges is January (over 50% of reporting organizations).
	Survey participants report adjusting their salary ranges in 2015 by an overall average of 1.9% (n = 32). Excluding the 3 organizations who froze ranges (i.e., provided 0%), the overall average is 2.1%.
	Survey participants report adjusting their salary ranges in 2016 by an overall average of 2.1% (n=30). Excluding 2 organizations who intend to freeze ranges this year, the overall average is 2.2%.
	Survey participants report planning to adjust salary ranges in 2017 by an overall average of 2.5% (n=11). No organization has projected a freeze to salary ranges at this time.

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

Year	CEO (n=27)	Executive (n=27)	Director (n=24)	Management (n=29)	Professional / Technical (n=29)	Admin. (n=27)	Overall (n=32)
2015	2.0%	1.9%	1.9%	1.9%	1.9%	1.8%	1.9%
2016	2.6%	2.0%	1.8%	1.9%	1.9%	1.9%	2.1%
2017	2.9%	2.5%	2.2%	2.2%	2.2%	2.2%	2.5%

*n indicates maximum number of organizations reporting.



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Base Salary Increases – 2015, 2016 & 2017

The most common timing for adjusting salaries is January (over 70% of reporting organizations grant annual salary increases in that month).

Survey participants report adjusting actual salaries in 2015 by an overall average of 2.6% (n=37).

Survey participants report adjusting actual salaries in 2016 by an overall average of 2.4% (n=34).

For 2017, survey participants reported projected average salary increases of 2.2% (n=13).

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

Year	CEO (n=29)	Executive (n=24)	Director (n=22)	Management (n=33)	Professional / Technical (n=28)	Admin. (n=27)	Overall (n=37)
2015	3.2%	2.1%	2.5%	2.3%	2.7%	2.0%	2.6%
2016	2.7%	2.2%	2.2%	2.3%	2.2%	2.1%	2.4%
2017	2.2%	2.2%	2.2%	2.2%	2.3%	2.3%	2.2%

*n indicates maximum number of organizations reporting.

Salary Trends

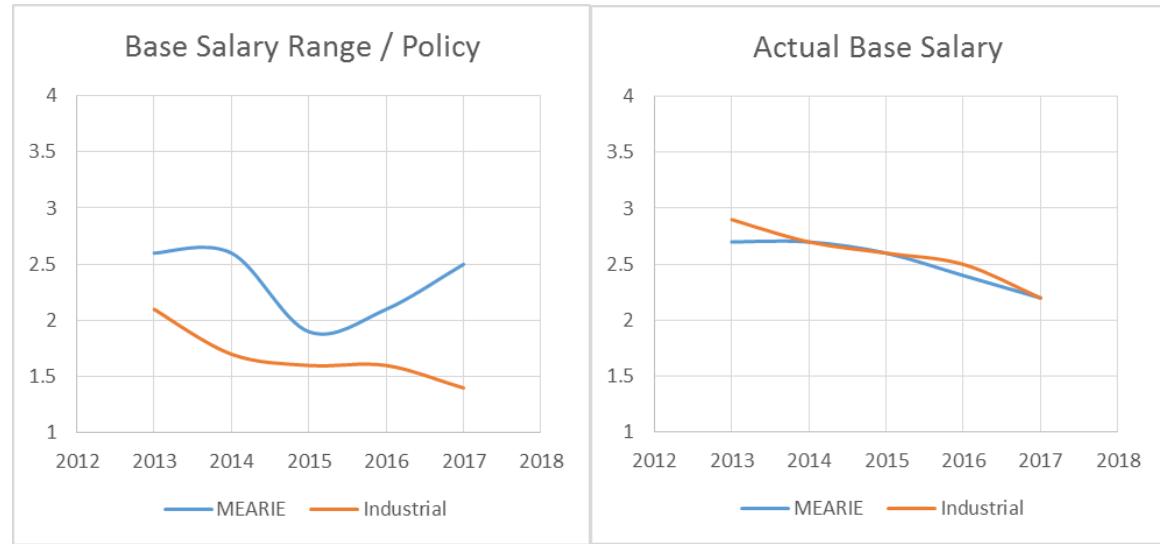
Hay Group compiles an annual compensation forecast survey across Canada, with over 500 participants annually.

The graph below depicts how the overall Canadian all-industrial organization market has tracked from a range and actual salary perspective versus The MEARIE Group Management Salary Survey trend information over the past 5 years.



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Generally, local distribution companies track very close to the all-industrial market for actual salary adjustments; generally within 0.2 percentage points. Local distribution companies track above the all-industrial market for salary range adjustments by 0.3 – 1.1 percentage points.

The differential between actual base salary increases and salary range adjustments among local distribution companies is generally small, this year the average differential is 0.3 percentage points. The average differential among industrial organizations is 0.8 percentage points.

This indicates that industrial organizations may be allocating greater portions of salary budgets to differentiation by merit, and enabling high performers to perhaps be paid above job rate and/or moving people through the range faster. That is, industrial organizations are likely increasing their overall compensation ratios, whereas LDCs are generally maintaining or movement through range is very conservative.



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Incentive Programs

- a. The majority of organizations (28 of 41 or 68%) indicated that they offer short term incentive pay to at least some of their employees.
 - Seventeen (17) of the organizations indicated that all employee groups participated in STI.
 - Eleven (11) organizations have STI plans for designated senior management and/or executives that do not extend to non-management staff.
- b. Twenty (20) of the twenty-eight (28) organizations who offer short term incentive pay provided information about their incentive plans. Weighting of performance factors (corporate versus individual versus team/department performance) in the determination of individual bonus payments:
 - The average plan mix, by employee level, is provided in the table below.
 - Typical plan mix is a combination of corporate and individual metrics with a heavier weighting on corporate for senior management and/or executives and a heavier weighting on individual metrics for non-management staff.
 - For example:
 - The most common CEO incentive plan is 80% Corporate, 20% Individual
 - The most common Director plan is 60% Corporate, 40% Individual
 - The most common Admin plan is 20% Corporate and 80% Individual

Performance Factor	CEO	Executive	Director	Management	Professional / Technical	Admin.
Corporate	67.5%	59.8%	53.6%	42.7%	46.3%	42.0%
Team / Department	5.0%	28.0%	22.5%	26.4%	*	*
Individual	35.4%	38.8%	43.6%	53.9%	56.1%	60.2%

NOTE: As organizations are counted for each response, weightings will not add up to 100%.

**Indicates insufficient data to report.*



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Incentive Programs (continued)

Threshold Bonus Payouts

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

Twelve (12) of the twenty-eight (28) organizations with incentive plans reported that they define minimum levels of performance required before any bonuses are generated. The typical bonus rate at the threshold performance is set at 50% of “target” bonus.

Maximum Bonus

Bonus programs are often designed such that there is a maximum level of payout. For example: if a position has a 10% bonus and the maximum payout is 200%, or 2x, then the maximum amount the employee can achieve regardless of performance (i.e., how much targets are exceeded by), is 20% of their current base salary.

The average maximum bonus is provided by employee level in the table below, though the typical bonus pay maximum is 100% of target.

Maximum Bonus Payout %	CEO (n =15)	Executive (n =13)	Director (n =11)	Management (n =16)	Professional / Technical (n = 9)	Admin. (n =9)
Average	1.2	1.2	1.2	1.1	1.2	1.2

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



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Special (Project) Bonuses	<p>Organizations were asked if they provide any project bonuses for participation in key / special projects, paid on successful achievement of specific milestones and/or on completion of the project, separate and distinct from annual incentive plans.</p> <p>Three (3) organizations reported providing such bonuses. There is insufficient data to provide the average value as no employee level has at least three data observations.</p>
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4. Benefit Policies

Car Benefit

The majority of organizations (34 of 41 or 83%) provide a car benefit to some level of employee.

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

		Company Owned Car (Value)	Monthly Lease Payment	Car Allowance (monthly)
CEO	P75	*	*	838
	P50	42,500	*	750
	P25	*	*	600
	Average	41,999	956	738
	Number	5	3	22
Executive / VP	P75	*	*	700
	P50	*	*	510
	P25	*	*	400
	Average	36,667	*	547
	Number	3	2	13
Sr. Management / Director	P75	*	*	517
	P50	*	*	475
	P25	*	*	350
	Average	*	*	432
	Number	2	0	8

Four (4) organizations reported providing a car benefit to specified positions below Senior Management. Specifically, three (3) organizations provide use of a company-owned vehicle and one (1) provides a vehicle allowance.



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Mileage

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

N = 38	Mileage Reimbursement (¢ per km)
P75	54
P50	53
P25	49
Average	51

The most frequently reported mileage rate (11 organizations) is 54 cents per kilometer; the next most frequent reported rates are 55 cents per kilometer (4 organizations).

Perquisites

Club Memberships – Fitness

Seventeen (17) organizations reported providing a subsidy for fitness club fees. The typical policy is to provide a reimbursement of a fixed dollar amount per year. For all organizations, the same policy and maximum reimbursement applies regardless of job level.

N = 17	Maximum Reimbursement per year
P75	300
P50	200
P25	150
Average	224

Club Memberships – Social

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



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Perquisites (cont'd)

Health Spending Account

Eleven (11) organizations reported providing a Health Spending Account (i.e. discretionary spending within a defined range of services / benefits).

Of the eleven (11) organizations, seven (7) provide the same funding for all jobs levels while four (4) differentiates by job level.

	CEO	Executive	Director	Management	Professional / Technical
P75	950	1,025	1,000	875	1,000
P50	525	475	500	400	400
P25	363	363	375	313	300
Average	720	810	650	555	569
Number	10	10	7	10	9

2nd Opinion Medical Advice

Three (3) organizations in the survey reported having a separate policy / program for this benefit.

Personal Financial / Legal Counseling

Four (4) organizations reported that financial and legal counseling is available via their Employee Assistance Program, which is provided to all employees. One (1) of these organizations reported a maximum dollar value.

Executive Medical Plan

Four (4) organizations reported providing enhanced medical coverage for executive levels only. Three (3) organizations reported a maximum dollar value, with an average maximum value of \$1,336.



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Perquisites (cont'd)

Personal Computer / Cell Phone / Internet

Thirteen (13) organizations provided information regarding policies and practices related to computers and internet.

The most common policies/practices are:

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

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

Other Perquisites

Other programs / practices reported, by eight (8) organizations, include:

- Reimbursement of dues / fees for professional associations such as Engineers (P.Eng) and Accountants (CGA/CMA/CA).
- Provision of an Employee Assistance Program.

Enhanced Life Insurance Coverage for Senior Officers

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

Seventeen (17) organizations provided information about their basic / standard life insurance coverage where the typical coverage is 2x annual salary (average coverage of 1.65x). Enhanced benefits are provided by seven (7) organizations, where senior roles receive coverage at an average of 1.87x annual salary.



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Vacation Entitlement

Forty (40) organizations provided the number of years of service required by various levels of employee in order to be entitled to a certain number of weeks of vacation.

The following table below details the range, average and typical (i.e., most common) number of years of service required per weeks of entitlement.

Several organizations noted that for executive level jobs, vacations are typically negotiated versus following a schedule for entitlement.

	2 weeks	3 weeks	4 weeks	5 weeks	6 weeks +
CEO					
Range	No range	Start - 6	Start - 15	Start - 18	5 - 28
Average	Start	3	6	13	22
Typical	Start	3	9	17	25
sample	n = 16	n = 23	n = 31	n = 32	n = 31
Executive / VP Level					
Range	No range	Start - 4	Start - 10	3 - 18	8 - 28
Average	Start	2	6	14	23
Typical	Start	3	9	17	25
sample	n = 15	n = 23	n = 29	n = 29	n = 29
Director Level					
Range	No range	Start - 6	Start - 15	8 - 18	15 - 28
Average	Start	2	7	15	23
Typical	Start	3	9	17	25
sample	n = 17	n = 29	n = 36	n = 34	n = 34
Manager Level					
Range	No range	Start - 4	Start - 10	8 - 18	15 - 28
Average	Start	2	7	15	23
Typical	Start	3	9	17	25
sample	n = 16	n = 32	n = 36	n = 34	n = 33
Professional Level (n = 37)					
Range	No range	Start - 6	Start - 15	8 - 18	15 - 28
Average	Start	2	7	15	24
Typical	Start	3	9	17	25
sample	n = 20	n = 33	n = 36	n = 34	n = 34



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Unused Vacation

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

Policy Regarding Carry Over	Number	%
Unused vacation entitlement at year end is paid out (vacation pay adjustment) – no carry over.	2	5%
Any/All unused vacation entitlement may be carried-over with no restrictions.	4	11%
Unused vacation entitlement may be carried over, subject to maximum total accumulated balance.	12	32%
A maximum amount of unused vacation may be carried over.	20	50%
No unused vacation may be carried over	1	3%
Total	39	100%

Maximum Number of Days to Carry Over (n = 24)	Number of Days
Range	3 - 15
Average	7.4
Typical	5

Time Limit for Utilizing Carried-Over Vacation Time	Number
No limit	9
One Year	8
Six Months or less	19
Total	36

Note:

Some organizations reported variations to the above policies such as:

- Seven (7) of the thirty-one (31) organizations who have a maximum amount of days that can be carried over specified it as either one year entitlement or a portion of the years entitlement.
- Exception policies where workload or special projects caused the employee to be unable to fully utilize vacation time, or where carry forward beyond standard policy is regularly allowed but must be approved by senior management.
- Cash out policies where some vacation time may be paid out instead of being carried over.
- Differences by vacation eligibility, such as carrying over 10 days if eligible for up to 3 weeks' vacation but 20 days if eligible for 4 weeks' vacation.



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Educational Assistance / Reimbursement

Twenty participating organizations (20) provided details with regards to education assistance / reimbursement policies ranging from eligibility criteria to pay back provisions. There are a wide variety of types of programs and reimbursement rates. Key highlights are provided below:

- Seventeen (17) organizations stated that is education assistance / reimbursement; though typically there are limiters such as education or training courses which must be job related, and are subject to managerial approval.
- Three (3) organizations stated that there is no formal policy, however, approval for educational assistance or reimbursement happens regularly and is on a case by case basis.
- Five (5) organizations provided an annual reimbursement maximum, the average is \$1,600 and the median is \$1,500.
- Two (2) organizations provided a lifetime reimbursement maximum, there is insufficient data to report average/median.
- Payback provisions were provided by twelve (12) organizations. The average time to not trigger any pay back provision is 2.6 years, the median is 2.5 years. The range of time is between 90 days to 5 years. Eight (8) organizations noted they have some form of partial payment plan for leaving within a designated time period after completion of education. For example, if the employee leaves after 4 years, they will not be asked for any repayment; if the employee leaves in 2 years, they will be asked for 50% pay back.



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5. Benchmark Position Survey Results

Survey Results

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

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

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



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ALL ORGANIZATIONS

Code	Survey Job Title	Job Matches			Compensation Design					Actual Compensation					
		Sample Statistics		Hay Points	Salary Range Minimum	Job Rate	Salary Range Maximum	Target Bonus % (where eligible)	Total Cash Design		Actual Base Salary		Actual Bonus % (where received)	Actual Total Cash	
		# Orgs	# Incs	P50	P50	P50	P50	P50	P50	Avg	P50	Avg	P50	P50	Avg
0000	President & CEO	34	34	1192	148,500	185,000	197,900	25%	195,700	211,400	185,100	187,400	22%	205,500	219,600
0001	Chief Operating Officer (COO)	11	11	864	130,400	144,000	160,200	15%	157,800	174,700	151,500	149,900	11%	161,700	171,000
0002	Head of Operations and/or Engineering	20	25	872	118,700	136,900	148,900	15%	140,800	153,100	138,600	138,500	11%	142,400	148,500
0003	CFO / Head of Finance	29	29	830	121,200	141,800	148,100	15%	149,600	158,800	141,900	142,900	13%	149,900	163,100
0004	Head of Customer Service	11	11	702	108,600	127,700	146,000	14%	137,800	143,700	127,500	135,400	10%	147,500	146,300
0005	Head of Regulatory Affairs	5	5	677	111,200	120,500	138,600	14%	132,600	147,700	137,400	141,100	*	150,800	155,300
0006	Head of Human Resources	13	13	677	108,600	123,600	131,500	15%	142,200	142,400	127,900	129,300	14%	144,900	144,900
1000	Executive Assistant	25	32	245	59,500	70,100	77,500	5%	72,500	72,400	72,600	72,300	4%	74,800	75,700
1001	Administrative Assistant	12	21	184	51,400	59,100	63,600	6%	59,100	62,100	64,300	62,800	4%	64,300	63,900
2000	Director Engineering	10	11	702	104,100	130,700	137,000	10%	136,100	138,600	133,100	128,800	11%	140,100	137,600
2001	Engineering Manager and/or Distribution Engineer	19	25	588	88,400	103,900	115,400	8%	109,100	111,000	105,900	106,300	5%	110,800	109,800
2002	Project Engineer	9	11	417	71,800	85,300	91,500	*	87,100	87,200	84,500	83,500	*	84,500	84,900
2003	Supervisor Engineering	13	16	421	80,900	92,600	101,100	6%	94,600	96,700	92,600	92,000	3%	94,500	95,100
2500	Director Operations	8	9	732	108,300	135,400	135,900	10%	141,300	139,200	132,700	128,300	10%	138,200	135,500
2501	Manager Operations	20	21	516	92,600	104,700	116,800	7%	109,800	110,600	107,200	108,500	6%	111,200	116,900
2502	Manager Control Centre	4	4	534	92,800	111,000	114,800	9%	120,000	120,200	110,400	110,600	*	121,500	119,700
2503	Supervisor Control Centre	8	8	436	79,900	94,100	101,100	5%	96,300	95,600	97,600	97,400	*	97,600	99,300
2504	Supervisor Protection and Control	5	5	496	83,400	97,900	104,200	*	99,700	104,800	99,700	98,600	*	99,700	103,400
2505	Supervisor Station Maintenance	7	7	496	83,100	99,700	103,300	*	99,700	106,300	101,100	105,900	*	103,300	109,700
2506	Line Supervisor	26	67	366	82,700	95,900	101,100	5%	96,600	98,500	97,000	97,200	4%	98,600	103,000
2507	Manager Meter Department	8	8	551	95,700	105,900	110,700	8%	116,200	117,200	109,300	108,700	6%	118,700	115,100
2508	Supervisor Meter Department	8	11	406	83,400	93,700	96,700	7%	98,300	98,200	96,900	96,600	6%	101,700	100,200
3000	Director Supply Chain Management	1	1	*	*	*	*	*	*	*	*	*	*	*	*
3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet	13	13	393	82,400	95,600	103,600	7%	101,400	98,900	97,300	97,800	6%	101,500	101,700
3002	Supervisor Stores/Inventory/Warehouse	5	8	342	70,100	81,400	88,500	*	87,100	86,300	83,200	85,500	*	87,700	88,200



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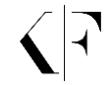


ALL ORGANIZATIONS

Code	Survey Job Title	Job Matches			Compensation Design						Actual Compensation				
		Sample Statistics		Hay Points	Salary Range Minimum	Job Rate	Salary Range Maximum	Target Bonus % (where eligible)	Total Cash Design		Actual Base Salary		Actual Bonus % (where received)	Actual Total Cash	
		# Orgs	# Incs						P50	P50	P50	Avg		P50	P50
4000	Controller or Director Finance	14	14	588	92,700	109,500	115,000	7%	113,600	116,100	113,900	111,500	8%	120,300	117,400
4001	Manager Accounting	14	14	479	85,900	101,700	116,600	8%	106,200	106,400	95,800	98,100	6%	98,300	102,700
4002	Manager Risk Management	1	1	*	*	*	*	*	*	*	*	*	*	*	*
4003	Supervisor Accounting	6	7	377	75,800	91,100	96,800	6%	91,100	94,200	94,200	91,600	4%	95,200	95,600
4004	Financial or Business Analyst	11	12	342	73,100	86,900	92,400	5%	88,900	90,000	83,800	85,000	4%	86,900	87,700
4005	Accountant	9	14	332	67,100	79,500	83,700	4%	79,600	80,700	79,500	76,900	2%	79,500	77,900
5000	Director Customer Service	3	3	*	*	*	*	*	*	128,200	*	116,400	*	*	123,200
5001	Manager Customer Service and/or Billing	20	20	479	81,200	92,600	100,300	8%	94,300	95,800	95,500	93,100	6%	97,900	99,800
5002	Supervisor Customer Service and/or Billing and/or Collections	21	31	353	70,800	86,800	89,800	5%	87,600	86,600	82,200	84,200	4%	85,600	86,500
5500	Director Communications	3	3	*	*	*	*	*	*	112,200	*	106,300	*	*	115,400
5501	Manager Communications	8	8	342	75,800	83,100	89,200	6%	87,400	87,600	84,400	83,900	5%	87,700	87,000
6000	Director Regulatory Affairs	4	4	666	117,900	132,900	143,100	15%	152,800	153,800	138,000	136,000	14%	161,800	153,400
6001	Manager Regulatory Affairs	11	11	393	81,200	92,600	96,000	8%	95,500	96,400	92,400	94,000	8%	95,500	97,900
6002	Regulatory Accountant	12	13	337	69,600	81,800	94,500	7%	82,500	85,300	81,800	84,000	5%	83,800	86,700
7000	Settlement or Rate Analyst	5	7	342	74,300	89,800	92,100	*	89,800	90,700	89,800	88,300	*	91,700	90,900
7001	Director or Officer, Conservation and Demand Management	7	7	805	109,900	127,700	139,100	13%	141,100	144,800	122,400	124,600	17%	139,900	148,600
7002	Manager Conservation & Demand/Marketing	12	12	393	77,900	90,900	92,800	9%	93,000	88,800	89,900	86,400	8%	95,700	93,200
8000	Director Information Systems	9	9	677	108,600	126,100	132,100	14%	138,700	135,100	128,200	126,200	13%	139,400	138,700
8001	Manager Information Systems and/or Security	14	18	479	86,000	96,100	103,200	5%	99,100	100,800	97,500	98,000	5%	101,100	101,500
8002	Systems/Program Administrator or Applications/Systems Support Professional	15	19	332	68,700	80,100	89,900	5%	80,100	83,700	88,500	83,800	4%	93,100	90,100
9000	Human Resources Manager	5	5	479	77,900	92,100	98,900	*	92,100	95,200	97,200	89,800	*	97,200	90,900
9001	Human Resources Generalist	9	11	289	62,600	73,600	80,900	5%	75,800	79,800	79,400	77,900	3%	79,400	81,100
9002	Human Resources Coordinator	5	5	245	61,900	76,100	76,100	6%	79,400	77,000	68,200	70,500	*	71,100	73,000
9003	Payroll	12	12	245	60,600	71,400	79,500	4%	74,200	74,500	75,100	73,400	3%	77,000	75,500
9004	Manager, Health & Safety	16	16	479	83,300	97,600	107,700	7%	99,100	103,700	98,900	100,000	5%	102,400	104,900



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APPENDICES



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A. Survey Methodology

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

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

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

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



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B. Definitions – Compensation Elements

Salary Range

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

Short Term Incentive

Target	<i>Short Term Incentive (STI) refers to any incentive arrangement designed to reward an individual for performance/results achieved over a performance cycle/period of up to one year.</i> Target bonus is the level of award (either a % of salary or a fixed dollar amount) that an employee in this position would expect to receive if all corporate, team and individual performance goals are "met" (as planned). This rate/amount is often communicated to employees as part of the incentive/bonus plan design, e.g. "the target bonus for jobs in grade/band 6 is 8% of salary".
Discretionary	Discretionary plans have no target bonus rate and pay out at the end of the year at the discretion of executive/board.

Current Salary

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

Actual STI (Paid)

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



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C. Definitions – Statistical Elements

Market data are reported using the following statistics:

Definition	Reporting Requirement (# of Observations Necessary to Report)
P90 90th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 10% of the observations would fall above the 90 th percentile and 90% would fall below	11
P75 75th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 25% of the observations would fall above this value and 75% would fall below	7
P50 50th percentile, also referred to as “median” If all observations were sorted and listed from highest/largest to lowest/smallest, 50% of the observations would fall above this value and 50% would fall below	4
P25 25th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 75% of the observations would fall above this value and 25% would fall below	7
P10 10th percentile If all observations were sorted and listed from highest/largest to lowest/smallest, 90% of the observations would fall above this value and 10% would fall below	11
Average The arithmetic mean of all values, calculated by adding up all of the values and dividing by the number of observations	3



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D. Benchmark Position Profiles

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



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Administration

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

Engineering

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



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Operations

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



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

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

Accounting / Finance

Controller or Director Finance	NOT the head of function. Responsible for all financial reporting, accounting and record keeping functions. Directs the establishment and maintenance of the organization's accounting and finance principles, practices and procedures for the maintenance of its fiscal records and the preparation of its financial reports. Directs general and property accounting, cost accounting and budgetary control. Appraises operating results in terms of costs, budgets, operating policies, trends and increased profit opportunities. Reports to a CFO/VP Finance.
Manager Accounting	Manages the general accounting functions and the preparation of reports and statistics reflecting earnings, profits, cash balances and other financial results. Formulates and administers approved accounting practices throughout the organization to ensure that financial and operating reports accurately reflect the condition of the business and provide reliable information. Reports to Controller/Director Finance or CFO/VP Finance.



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Manager Risk Management	Responsible for risk management activities including cash flow management, credit facilities management, insurance and support for credit and collection policies throughout the corporation. May be responsible for ensuring that cash liquidity risk is managed in an appropriate fashion such that bank account balances are sufficient to meet operational, capital expenditures and debt servicing requirements while minimizing short-term borrowings or surplus investing. Provides leadership in the developing new and refining existing risk management policies to respond to changes in risk tolerances and business conditions and as financial risks are better understood in accordance with industry best practices. Reports to Head of Finance or COO or CEO.
Supervisor Accounting	Coordinates activities of the payable/receivable clerks. Supervises accounts payable and receivable transactions, entries and trial balances; responsible for the accuracy of all journal entries and reconciliation of invoices; updates credit department on account status.
Financial or Business Analyst	Conducts analysis of information for budgeting, investment and financial forecasts; applies principles of accounting to analyze past and present financial operations; estimates future revenues and expenditures; prepares budgets; develops and maintains budgeting systems; processes and prepares business transactions and reports, reconciles ledgers and sub-ledgers, cash flow projections, entry of source documents. Holds a financial designation, either CA, CMA or CGA.
Accountant	Supports the organization decisions through financial information and relevant analysis. Ensures the integrity between the CS work order systems and general ledger system is maintained. Initiate corrective measures when discrepancies occur between the systems. Collects and combines information for the decision making process by management, including financial statements and special projects as assigned (e.g. preparation of rate submission supplemental information).

Customer Service

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



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Regulatory Affairs

Director Regulatory Affairs	NOT the head of function. Supports the VP or may represent the organization on regulatory matters before government agencies and conformity assessment bodies including providing of evidence, regulatory filings, supporting analyses, position papers, interrogatory responses, etc. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Is responsible for or supports the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO).
Manager Regulatory Affairs	NOT the head of function. Manages the organization's regulatory staff, programs and activities to ensure compliance. Assists the organization on quality and regulatory matters before government agencies, providing research and analyses. Ensures that regulatory information is disseminated throughout the organization in a timely and effective manner. Coordinates the filing of written communications and regulatory submissions to government agencies (OEB) and conformity assessment bodies (IMO).
Regulatory Accountant	Ensures that the accounting activities for regulatory financial reporting are in compliance with all Ontario Energy Board (OEB) policies and guidelines. Act as a key resource to provide expert advice and recommendations in the implantation of all OEB, OPA and IESO codes and regulations in order to ensure corporate compliance. Track and reconcile all OEB accounts, including business rationale for changes in balances, cost side of accounts subject to prudency review (i.e. conservation, smart meters) and the cost side of Ontario Power Authority (OPA) programs.

Conservation / Demand

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



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Information Systems / Technology

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

Human Resources

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



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Communications

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

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E. Regions

