Board Staff Interrogatory #218

Interrogatory

Reference:
Exhibit F2 / Tab 1 / Schedule 1 / Attachment 6 / p. 21

Question(s):

a) Please discuss whether OPG has reviewed the 13 functional areas that have the largest functional variances from the benchmarks as part of its reorganization effort that took place in 2020. If so, please discuss the outcome of that review.

Response

As discussed in Ex. A2-2-1, the organizational realignment involved an overall redesign and consolidation of a number of operations and other groups, such as engineering and major project execution, to facilitate increased collaboration, efficiencies and overall progress towards the company's post-Pickering targets. As such, it did not directly focus on the 13 nuclear staffing functional areas that have the largest variance from the benchmarks identified in Goodnight Consulting's 2019 Nuclear Staffing Benchmarking Analysis.

However, elements of the organizational change did indirectly take into account certain functional areas where staff levels were above benchmark such as operations and maintenance support and project management. For example, within the newly formed Enterprise Operations, an Integrated Fleet Management team was established that consolidated operations and maintenance support functions required for both the Nuclear and Renewable Generation fleets in the areas of work protection, work management, maintenance program optimization and performance improvement. In addition, the centralization of project execution functions within Enterprise Projects will strengthen staff proficiency, leverage expertise and facilitate consistent application of project-related processes.[1]

With respect to the 13 functional areas specifically, these were considered as part of OPG's business planning process, with a view to reducing the variances for those functional areas above benchmark where possible, subject to OPG's collective agreements and other constraints such as the ones highlighted in Goodnight Consulting's study (Ex. F2-1-1, Attachment 6, pp. 23-28). The outcome is reflected in OPG's 2020-2026 Business Plan, which underpins this application.

[1] See Ex. L-D2-01-Staff-098 part (a) for additional detail.