

# The MEARIE Group

## 2021 Management Salary Survey of Local Distribution Companies

October 2021

**SURVEY ADMINISTRATOR: KORN FERRY (CA) LTD.**



# The MEARIE Group

## 2021 Management Salary Survey of Local Distribution Companies



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### I. Introduction

The MEARIE Group is pleased to present this report of the 2021 Management Salary Survey of Local Distribution Companies (LDCs).

In today's competitive talent market, Local Distribution Companies (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 LDCs to assist you and in understanding the competitive landscape and support your efforts in developing 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 (previously Hay Group Limited), a globally renowned compensation consulting firm. Korn Ferry 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 were no substantial changes to the survey from 2015 to 2018.

In 2019, as LDCs continue to diversify their management structures and expand operations to include non-regulated revenue streams, additional jobs and questions regarding these new business development roles have been added. In addition, reporting on number of FTE's by union and non-union has been added to provide information on proportionality of represented staff. In 2020, additional questions regarding compression and supervisory roles were added, in addition to more data regarding overtime eligibility and pay and car benefits.

For 2021 additional questions were included regarding the impact of COVID-19 on compensation and benefits, along with questions on turnover and employee engagement. The geographical regions were also revised for 2021. Further, additional contextual questions regarding line supervisory roles and their compensation have been added providing additional information with respect to overtime policies.

The 2021 survey includes:

- Geographic, Number of Employees, Number of Customer and Revenue size reporting.
- Fifty-four (54) benchmark descriptions, supported by the KF Hay 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 2021 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 containing a complete analysis and a data summary of all the positions.
  
- Excel Documents which are provided for easy data export and printable to one legal sized page, showing LDC Survey data by:
  - Job Table Report (separate addendum) which includes a complete analysis of each position.
  - The following market segmentations are provided:
    - 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 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 Board of Director Compensation Survey (a “Survey”), as well as Korn Ferry (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 this Survey will be treated with the utmost confidentiality. Data will be reported on an aggregate basis only, and in a way that will ensure individual participant data cannot be identified/attributed. Standards for minimum number of data will be strictly enforced to ensure confidentiality. Neither Korn Ferry 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 Korn Ferry 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 Korn Ferry’s Canadian compensation database. Information in the Korn Ferry 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 May 2021, there are over 500 employers represented in the Korn Ferry database. Should you have any questions or for further information, or if you would like to access the Korn Ferry database, please contact Kim Stewart, Principal at Korn Ferry [kim.stewart@kornferry.com](mailto:kim.stewart@kornferry.com).

**The obligations of confidentiality set out in this policy are subject to the requirements of applicable law** and LDCs may disclose the results of the Survey to any regulatory body (or other person) if compelled by law to do so. 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.

**The MEARIE Group will not be liable for breaches by participating LDCs or Korn Ferry of this confidentiality policy.**



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## II. Survey Overview

### 1. Survey Benchmark Positions

The survey covers 54 benchmark positions representing a cross-section of the functions within member organizations. Originally, 50 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 and two additional model jobs were added in 2019. No changes were made to job models in 2020. In 2021, two CDM roles were removed as CDM programs are fully eliminated from the LDCs. Four new models were added to expand the Information Systems and Communications areas based on review by the consultants and the HR group.

<b>Senior Management</b>	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
	0007	Head of Information Systems
<b>Administration</b>	1000	Executive Assistant
	1001	Administrative Assistant
<b>Engineering</b>	2000	Director Engineering
	2001	Engineering Manager and/or Distribution Engineer
	2002	Project Engineer
	2003	Supervisor Engineering
<b>Operations</b>	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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<b>Supply Chain / Procurement</b>	3000	Director Supply Chain Management
	3001	Manager Procurement and/or Inventory and/or Facilities and/or Fleet
	3002	Supervisor Stores / Inventory / Warehouse
<b>Accounting / Finance</b>	4000	Controller or Director Finance
	4001	Manager Accounting
	4002	Manager Risk Management
	4003	Supervisor Accounting
	4004	Financial or Business Analyst
	4005	Accountant
<b>Customer Service</b>	5000	Director Customer Service
	5001	Manager Customer Service and/or Billing
	5002	Supervisor Customer Service and/or Billing and/or Collections
<b>Communications</b>	5500	Director Communications
	5501	Manager Communications
	5502	Communications Specialist
<b>Regulatory Affairs</b>	6000	Director Regulatory Affairs
	6001	Manager Regulatory Affairs
	6002	Regulatory Accountant
<b>Conservation / Demand</b>	7000	Settlement or Rate Analyst
<b>Information Systems</b>	8000	Director Information Systems
	8001	Manager Information Systems
	8002	Systems / Program Administrator or Applications / Systems Support Professional
	8003	Manager Information Security
	8004	Network Specialist / Manager / Engineer
<b>Human Resources</b>	9000	Human Resources Manager
	9001	Human Resources Generalist
	9002	Human Resources Coordinator
	9003	Payroll
	9004	Manager, Health & Safety
<b>Business Development / Non-Regulated Business</b>	N001	Executive Role - Non-Regulated Business (ADDED IN 2019)
	N002	Non-Executive Role - Non-Regulated Business (ADDED IN 2019)



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### 2. Participants

All organizations in the LDC sector in Ontario were invited to participate in the survey. The following thirty-eight (38) organizations submitted data:

1. Alectra Utilities
2. Bluewater Power Distribution
3. Brantford Power Inc.
4. BURLINGTON HYDRO INC
5. E.L.K. Energy Inc.
6. Elexicon Energy
7. Energy+ Inc.
8. Entegrus Inc.
9. ENWIN Utilities Ltd.
10. EPCOR Electricity Distribution Ontario Inc
11. Essex Powerlines Corp
12. Festival Hydro
13. Fort Frances Power Corporation
14. Greater Sudbury Utilities
15. GRIMSBY POWER INC
16. Halton Hills Hydro Inc.
17. Hydro Ottawa Limited
18. InnPower Corporation
19. Kingston Hydro (Utilities Kingston)
20. Kitchener-Wilmot Hydro Inc.
21. Lakefront Utility Services Inc
22. Lakeland Power Distribution Ltd
23. London Hydro Inc.
24. Milton Hydro Distribution
25. Newmarket-Tay Power Distribution
26. North Bay Hydro Distribution Limited
27. Northern Ontario Wires Inc.
28. NPEI
29. Orangeville Hydro Limited
30. Oshawa PUC Networks Inc
31. Ottawa River Power Corporation
32. PUC Services Inc
33. Sioux Lookout Hydro Inc.
34. SYNERGY NORTH
35. Wasaga Distribution Inc.
36. Waterloo North Hydro
37. Welland Hydro-Electric System Corp.
38. Westario Power Inc

It should be remarked that survey results may fluctuate due to varying sample mixes, as well as mergers/integrations over the years. Participants should be mindful when reviewing and comparing results between years.





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### 3. 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. Korn Ferry and the MEARIE Group have not independently or exhaustively verified the values presented below.

Statistic (n=34)	P25	P50	P75	Average
Annual Operating Budget (\$ millions, less the cost of power)	6.3	12.0	25.8	18.6
Annual Operating Budget (\$ millions, including the cost of power)	44.0	89.5	171.5	237.6
Number of Employees (full time equivalent)	30.5	53	123.8	127.2
Number of Union Employees (full time equivalent)	12.5	35.0	88.0	91.9
Number of Non-union Employees (full time equivalent)	9.3	22.0	40.8	36.9
Number of Customers	18313	34000	58712	78495
Gross Revenue (\$ millions, less the cost of power)	6.5	16.7	36.5	41.5
Gross Revenue (\$ millions, including the cost of power)	43.5	95.5	182	247.8
Regulated Gross Revenue <sup>1</sup>	97%	99%	100%	97%
Unregulated Gross Revenue <sup>2</sup>	0%	1%	3%	3%

All organizations noted the fiscal year ends in December.

1. Organizations may be split into separate corporation with separate Board; in this situation the overall proportion of unregulated revenue is not reported.
2. The statistics include 0% observations, though only 23 of 38 participants report unregulated revenues.

**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, the average number of customers is significantly higher than P50, and even P75, indicating a small number of organizations serving some very large groups of customers.



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### III. Salary Administration

#### 1. Salary Range Adjustments – 2020 to 2022

- Thirty-four organizations (89%) reported data for salary ranges in 2019, 2020 and/or 2021. The most common month for salary range adjustments is January, followed by April.
- In 2020, thirty-three (33) organizations reported adjustment to salary ranges, while one (1) organization froze their ranges (i.e., provided 0%).
- In 2021, thirty organizations reported adjustment to salary ranges, no organizations reported freezing their ranges (i.e., provided 0%).
- Survey participants report planning to adjust salary ranges in 2022 by an overall average of 2.0% (n=18).  
Majority of organizations (85%) indicated that COVID-19 did not have an impact on salary ranges and/or actual increases. However, some noted the CPI, which was reduced due to the pandemic, would have an impact on lowering ranges or increases this year.

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

Year	CEO	Executive	Director	Management	Professional/ Technical	Admin	Overall
2020	2.1%	2.2%	2.1%	2.0%	2.0%	1.8%	2.1%
2021	2.1%	2.2%	2.1%	2.0%	2.0%	2.0%	2.1%
2022	2.1%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%



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### 2. Base Salary Increases – 2020 to 2022

- The most common timing for salary adjustments is January, followed by April.
- Survey participants report adjusting actual salaries in 2020 by an overall average of 2.4% (n=37) this is down slightly from last year's 2020 adjustment average of 2.5% (n=31)
- Survey participants report adjusting, or forecasting to adjust, actual salaries in 2021 by an overall average of 2.1% (n=30).
- For 2022, survey participants reported projected average salary increases of 2.0% (n=23).

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

Year	CEO	Executive	Director	Management	Professional/ Technical	Admin	Overall
2020	2.2%	2.2%	2.6%	2.4%	2.5%	2.6%	2.4%
2021	1.9%	2.0%	2.0%	2.0%	2.2%	2.1%	2.1%
2022	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%



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### 3. Incentive Programs

- Twenty organizations (20 of 38 or 52%) provided information regarding their short-term incentive plans, for some or all their employees.
  - Ten (10) of the organizations indicated that all employee groups participated in STI.
  - Ten (10) organizations have STI plans for designated staff (typically senior management and/or executives) that do not extend to other staff (usually non-management). Within this group, four (4) indicate it is only executive and CEO levels that are eligible for the incentive program.
- Twenty (20) of the organizations who offer short term incentive pay provided information about their incentive plans. The determination of individual bonus payments is based on the weighting of performance factors such as corporate versus individual versus team/department performance.
- 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:

- At the CEO level, at least 50% of the incentive is based upon corporate objectives. 50% and 100% are the most common weightings for CEO corporate objectives.
- The most common Director/Management level plan is 50% Corporate, 50% Individual
- Team/Department metrics are not commonly used in the incentive plans with only 4 organizations placing weight on team measures.

The average plan mix, by employee level, is provided in the table below.

Performance Factor	CEO	Executive	Director	Management	Professional/ Technical	Admin
Corporate	74.3%	64.5%	60.9%	56.2%	61.0%	61.5%
Team / Department	*	36.7%	*	53.3%	*	*
Individual	30.9%	39.1%	44.3%	56.9%	62.7%	71.4%

\*Insufficient data sample to provide average (minimum of 3 organization required to report)



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### Threshold Bonus Payouts

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

Eight (8) of the twenty (20) organizations with incentive plans provided data regarding 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 =16)	Executive (n =16)	Director (n =12)	Management (n=13)	Professional/ Technical (n = 11)	Admin. (n =11)
Average	1.35 x	1.35 x	1.33 x	1.34 x	1.35 x	1.35 x

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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#### 4. Salary Compression Policy

Organizations were asked if they have any formal salary compression policy in place.

Only four (4) organization reported having a formal salary compression policy or monitoring is in place. The policies typically apply to front line supervisory roles or people leadership roles, and on average will review a minimum threshold (salary differential between supervisor and subordinate) of 7.7%.

Given the limited response, there is insufficient data to report any trend/practice details regarding compression and related policies.

Given our work with many LDC organizations, we believe most LDCs are monitoring compression informally despite absence of official policies.



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### 5. Line Supervisor Review

This section was new in 2019 and was added to the report to provide additional context regarding line supervisor compensation that is above base (and incentive) compensation. In 2020, we enhanced the questions based upon feedback from participating LDCs seeking additional insight and more detail with respect to the amounts of compensation and relationship to union staff. Specially, more questions with respect to the overtime pay for supervisor and union level staff were included in the survey, in addition to car provisions for supervisory roles.

Twenty-five (25, or 68%) of the survey participants indicated that line supervisory roles are provided with overtime consideration. Six (6, or 18%) indicated that while overtime is not provided, there are time in lieu policies for supervisory roles.

Organizations provided an estimate of overtime dollars paid per position in the previous year for both the supervisor role as well as the union level employee. The statistics for that are shown below.

Statistic: Average Annual Overtime Pay	P25	P50	P75	Average
Supervisor (n = 13)	\$7,500	\$14,239	\$17,500	\$13,516
Union (n = 11)	\$11,528	\$13,160	\$17,700	\$15,206

Fourteen (14) organizations of twenty-five (25) respondents indicated that no other employee groups are eligible for overtime. Of the remaining, the most common response was all employees below a certain Management/VP level were eligible. Two (2) organizations provided an estimate by hours or percent of overtime. Overtime, whether paid or time in lieu, continues to be a significant challenge for LDC human resources teams to manage at both the management and bargaining unit levels.

The most common amount of overtime rate for both supervisory and bargaining unit levels is 2x hourly rates. Four (4) organizations noted that there is a weekly standby rate for the on-call supervisor and overtime is paid if/when the supervisor is called in only. Weekly standby pay calculations for supervisors vary but seem to be generally between \$200 - \$400 per week.

Thirty-eight (38) organizations provide information on typical team size for the line supervisor.

	75 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	Average	Typical (mode)
Team Size (Unionized)	10.0	8.5	5	8.4	5



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Organizations were asked if they provided an owned/leased car for work purposes and twenty-seven (27) provided information.

- 26 of 27, or 96%, of respondents indicated they provide supervisors with vehicles
- Vehicle storage information was provided by 13 organizations. Ten (10, or 77%) indicated employees may take the cars to their homes and two (3, or 23%) indicated that the vehicle would be stored at the workplace only.
- Ten respondents confirmed that mileage tracking must be completed by the employees. The most common form of this is a logbook.
- Eight (8) of the respondents were able to provide the taxable benefit amount for the car provision.

	75 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	Average
Taxable benefit amount (n=10)	\$5,000	\$4,300	\$2,160	\$4,373





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### 6. Engineer Compensation

This section was added in 2020 due to requests from selected LDCs and enhanced attention on engineering roles within the utility labour market. Generally, there has been some pressure for organizations to attract, recruit and retain roles related to engineering.

Thirteen (13, or 38%) of respondents provide differentiated compensation for P.Eng or Engineers-in-training incumbents. There are a mix of approaches, but generally upon becoming a professional engineer an incumbent can expect an increase in either compensation (i.e., full pay rate or high salary administration band) or both compensation and job (i.e., promotion and pay band increase).



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### 7. Non-regulated Revenue (Added in 2019)

This section was new for 2019 and was added to the report to provide additional context regarding regulated vs non-regulated revenue operations, and how management is typically structured.

Thirty (30) of the participating organizations indicated their structure for non-regulated revenues.

Response	Number of organizations	% of respondents
Separate Company	17	57%
Embedded within the organization	6	20%
Not applicable - no non-regulated revenue is earned	7	23%

The following table provides the prevalence of staffing for non-regulated operations within the thirty organizations.

Response	Number of organizations	% of respondents (of 26)
Full time dedicated staff – sales	7	21%
Full time dedicated - non sales / business development	11	32%
Regulated "sister company" provides corporate services for a fee to non-regulated business (i.e. chargeback)	14	41%
Shared staffing arrangement where non-regulated is supported as required by regulated business staff	15	44%
Other*	4	12%

\*There is no trend in "other" responses to the survey to report general trend



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Additional questions were asked with respect to the KPIs utilized for the non-regulated business(es) that the organizations may have/support. Seven (7) organizations provided data regarding KPIs for the non-regulated business, and the following table provides the prevalence of the KPIs.

Response	Number of organizations	% of respondents	# of organization providing weighting	Average Scorecard weighting
Earnings / Net Income	3	43%	3	50%
Other Financial Metric	2	29%	2	*
Innovation: New product/ service offering / development	2	29%	2	*
Customer: retention / new	3	43%	3	18%
Other (provide details)	7	100%	5	36%

\*insufficient data to disclose

Organizations were also asked to what extent the non-regulated businesses are targeting to grow. Eleven (11) organizations provided insight and the following table provides the prevalence of responses.

Response	Number of organizations	% of respondents
Very aggressive (30%+ growth target)	-	-
Aggressive (10 - 20% growth)	2	18%
Moderate (10 - 20% growth)	4	36%
Maintain (0 - 10%)	5	45%
Ramp down - exit non-regulated business (<0%)	-	-



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### 8. COVID-19 Strategies (New for 2020 and 2021)

Organizations were also asked provide responses with respect to COVID-19 and the effect of the pandemic on compensation strategies. While rate setting by the OEB in response to the pandemic may have significant effect on LDC financials, for the most part, utility organizations did not experience the significant revenue decline felt in many other sectors in 2020 and 2021.

Generally, most utilities met with challenges with respect to workspace design (i.e., enabling distancing) and developing work from home policies quickly. We assume nearly all had to develop policies for front line staff for safety and consider variance in crew deployment.

No organizations reported using freezes, workshare programs or compensation reduction tactics as seen in the broader Canadian industrial market. Two (2) organizations reported furloughs and three (3) organizations reported terminations, some of which are permanent eliminations of positions.

Five (5) organizations reported implementing optional leaves of absence, of which 60% indicated this was a temporary measure. Several organizations needed to accommodate for leaves of absence (unpaid) as employees who did not have access to childcare at this time must be accommodated.

The most common new compensation element provided is with respect to allowances. Eight (8) organizations indicate they do provide an allowance, with four indicating that the allowances were specifically for internet or office furniture expense coverage for any staff member who was/is able to work from home.

Organizations in the survey did report amendments to vacation policy to enable employees to carry over additional days or extend the time before time is forfeit. In addition, some are considering payouts for unused vacation, where this is not the typical practice.

When asked if there will be a change in any compensation policies for remote roles vs an “office based” role, a majority (89%) of respondents indicated that they would be considered the same. The remainder of organizations indicated it was under review or unsure. 84% responded that employees would be required to come into the office on occasion.

Nine (9, or 26% of respondents) indicate that their LDC experienced higher than usual turnover in the past year. Employee engagement tactics used over the past year most commonly included increased or enhanced communications, employee engagement surveys, weekly check-ins and contests.



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### IV. Benefit Policies

#### 1. Car Benefit

Twenty-six (26), or 77%, organizations provide senior leadership with an automobile benefit of some type.

The table below summarizes the value of monthly car allowances, by position, where provided. Generally, the trend continues that more organizations are moving to car/travel allowances as opposed to providing vehicles. Three organizations indicated leased cars were being used by the organization. Based upon that sample, the average lease payment for the CEO level is \$1,077; there is insufficient data to publish median or quartiles.

##### Car Allowance (monthly)

	CEO	Executive / VP	Sr. Management/ Director
P75	800	788	604
P50	725	750	500
P25	600	602	475
Average	742	817	527
Number	18	14	7

\* insufficient data to report

#### 2. Mileage

The most frequently reported mileage rate (11 organizations) is 59 cents per kilometer. The market statistics for mileage rates provided to employees as reimbursement for personal vehicle use are detailed in the table below.

N = 35	Mileage Reimbursement (¢ per km)
P75	59.0
P50	55.0
P25	51.0
Average	55.0



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### 3. Perquisites

#### Club Memberships – Fitness

Eighteen (18) organizations reported providing a subsidy for fitness club fees. The typical policy is to provide a reimbursement of a fixed monetary amount per year. For most organizations, the same reimbursement amount will apply regardless of job level.

N = 15	Fitness Reimbursement (\$)
P75	350
P50	275
P25	200
Average	284

#### Club Memberships – Social

Two (2) organizations reported having a separate policy/program for reimbursement of social club fees.

#### 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 job levels while four (4) differentiate by job level or only provide the benefit to specific senior levels.

Annual Allowance (\$)	CEO	Executive	Director	Management	Professional / Technical
P75	1,700	1,700	1,075	1,100	1,175
P50	1,000	1,000	1,000	1,000	850
P25	665	608	550	500	454
Average	1,421	1,183	890	872	852
Number	11	11	10	9	8

\*insufficient data to disclose



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### **2<sup>nd</sup> Opinion Medical Advice**

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

### **Personal Financial/Legal Counseling**

No organizations in the survey reported financial and legal counseling is available as part of their benefits program.

### **Executive Medical Plan**

Six (6) organizations reported providing enhanced medical coverage for executive levels. The maximum annual additional coverage median (P50) is \$2,250, and the average is \$1,890 for the CEO level.

### **Personal Computer / Cell Phone / Internet**

Eight (8) organizations provided information regarding policies and practices related to computers and internet. The annual amount for the CEO level median (P50) and average is \$600.

The most common policies/practices were:

- Provision of laptops for employees at certain levels, or in certain roles, sometimes in addition to an 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 mobile phone, including data allowance or company provided phone

With COVID-19, policies and practices in this area are expected to change as many organizations have adopted home internet and home office supports. To what extent these provisions will become permanent is yet to be determined.

### **Other Perquisites**

Other programs/practices reported, by seven (7) organizations, include:

- Reimbursement of dues/fees for professional associations such as Engineers (P. Eng.) and Accountants (CPA/CGA/CMA/CA) or Human Resources (HRPA)
- Provision of a cellular phone



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### **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?

Twenty (20) organizations provided information about their basic/standard life insurance coverage where the typical and average coverage is 2x annual salary. Enhanced benefits are provided by nine (9) organizations, excluding the organizations providing a fixed amount, the additional coverages received by senior roles at these organizations averaged 2.8x annual salary.





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### 4. Vacation Entitlement

Thirty-seven (37) organizations provided the years of service required by various levels of employee to receive a certain number of vacation days/weeks. Several organizations noted that for executive level jobs, vacations are typically negotiated, rather than dictated by written policy. These observations were removed from the sample.

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

	2 weeks	3 weeks	4 weeks	5 weeks	6 weeks +
<b>CEO</b>					
Range	No range	Start - 6	Start - 15	1 - 18	4 - 27
Average	-	1.8	5.0	11.8	19.3
Typical	Start	Start	Start	17	25
Sample - n	19	21	29	33	33
<b>Executive / VP Level</b>					
Range	No range	Start - 6	Start - 15	2 - 18	8 - 27
Average	-	2.3	5.8	13.3	21.3
Typical	Start	3	9	17	25
Sample - n	18	23	30	33	33
<b>Director Level</b>					
Range	No Range	Start - 6	Start - 15	2 - 18	9 - 27
Average	-	1.9	6.3	13.7	21.6
Typical	Start	3	9	17	25
Sample - n	19	28	34	35	34
<b>Manager Level</b>					
Range	No Range	Start - 6	Start - 15	8 - 18	15 - 27
Average	-	1.7	7.2	14.2	22.3
Typical	Start	3	9	17	25
Sample - n	23	35	37	37	36
<b>Professional Level</b>					
Range	No Range	Start - 6	Start - 15	8 - 18	15 - 28
Average	-	2.2	7.5	14.7	22.9
Typical	Start	3	9	17	25
Sample - n	26	33	35	35	34



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### Unused Vacation

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

Policy Regarding Carry Over (n = 36)	Number	%
Unused vacation entitlement at year end is paid out (vacation pay adjustment) – no carry over	1	3%
Any/all unused vacation entitlement may be carried over with no restrictions	2	6%
Unused vacation entitlement may be carried over, subject to maximum total accumulated balance	12	33%
A maximum amount of unused vacation may be carried over	21	58%

Days in carry over (n = 25)	Number of Days
Range	0 – 40
Average	9.3
Typical	5

Time Limit for Utilizing Carried-Over Vacation Time (n = 35)	Number	%
No limit	9	26%
12 months	11	31%
Six months or less	15	43%

**Note:**

- The tables above exclude carry-over limits which are discretionary, negotiated, or dependent upon employee’s annual vacation entitlement.
- Some organizations reported that unused vacations after expiry will be paid out, others reported these unused vacation days will be forfeited (i.e., without recompense), or that unused vacation exceeding the policy amount could be approved in exceptional cases.
- Additional temporary allowances are being considered by some organizations due to COVID-19; this includes additional carry over allowances, payout where not provided previously and additional time for carry over.



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### 5. Educational Assistance / Reimbursement

Twenty-four participating organizations (24) provided details regarding education assistance/ reimbursement policies ranging from eligibility criteria to payback provisions. There are a wide variety of programs and reimbursement rates. Key highlights are provided below:

- Twenty-three (23) organizations stated that they offer some education assistance. Some organizations have detailed policies governing such practice, others evaluate it on a case-by-case basis and approve as required at either manager, or senior leadership levels.
- There are usually limits in the subject and coursework in relevance to job duties and responsibilities. For example, if work related core skills the education may be reimbursed at a rate of 100% whereas non-core skills that are seen as leadership/continuing education/personal growth may be reimbursed at a rate of 50%.
- Seventeen (17) organizations provided annual reimbursement guides.
  - The maximum depends on type/level of study, and/or cost of education.
  - Some have a deductible or a reduced reimbursement schedule for “above annual amount.”
  - Several organizations suggest that there is no clear maximum and that discretionary reimbursement is subject to approval of leadership either at an annual, or employee lifetime level.
  - There are generally two types of organizations responding: those that have ongoing educational allowances and those that are providing support towards completion of a post-secondary degree (i.e. MBA).
- Payback provisions were submitted by twenty-two (22) organizations. The typical time 3.0 years, and the range is generally 1 – 5 years, where if an employee voluntarily resigns within that period, they are liable for all or a portion of their education cost. There is typically a sliding scale for proportion of payback over time (e.g., 100% if resigns within a year, 50% if within 2 years and 25% within 3).
- Several organizations also noted that any educational reimbursement must be repaid if an employee does not successfully complete their program.



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## 6. Standard Hours of Work (New for 2021)

Thirty-six organizations provided information on the standard hours of work for each benchmark position. Majority (64%) indicated that standard hours of work per week varied depending on the position. The table below shows the percentage of organizations that utilize the indicated standard hours of work for at least one benchmark position.

Hours per Week	35	36.25	37.5	40
	50%	3%	28%	84%

*\* Multiple responses may not add to 100%*



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### V. Benchmark Position Survey Results

The benchmark position survey results are provided via a separate file.

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.

When reviewing the survey results, and comparing across years, it is important to note that market fluctuations (or lack thereof) can arise from a variety of sources, including true market movements, change in sample composition, etc.

Readers are reminded that statistics derived from small samples are vulnerable to individual variations.

With changed and expanded Information Technology and Communications roles, caution is required when reviewing data for those roles especially looking at year over year movements.



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**APPENDIX**



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## 2021 Management Salary Survey of Local Distribution Companies



### A. Survey Methodology

A brief profile was developed for each benchmark position. These profiles were incorporated into a survey package and distributed to each participant along with a data submission spreadsheet requesting data on survey benchmark positions, as well as the organization's profile and selected salary administration and 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 a representative (e.g., 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 Korn Ferry, participants were contacted for data verification as necessary. Korn Ferry 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 Korn Ferry 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 Korn Ferry to enable understanding of the roles. From the job match information, plus a review of organization charts and other contextual information provided, Korn Ferry has estimated at which Korn Ferry Hay Reference Level each organizations' roles fall to facilitate point-based comparisons.



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### B. Definitions – compensation elements

#### Salary Range

##### **Minimum**

The lowest salary/rate that the organization is prepared to pay for an incumbent in the position. May be the starting salary for inexperienced/non-qualified hire.

##### **Job rate / Control point**

Typically, the midpoint of the salary range, intended to reflect the salary the organization is prepared to pay for sustained competent performance by a fully trained / qualified incumbent.

##### **Maximum**

The highest point in the salary range (or step progression). Note: might be the same as "job rate".

#### Short Term Incentive

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

##### **Target**

Target bonus is the level of award (either a % of salary or a fixed dollar amount) that an employee in this position would expect to receive if all corporate, team and individual performance goals are "met" (as planned). This rate/amount is often communicated to employees as part of the incentive/bonus plan design, e.g., "the target bonus for jobs in grade/band 6 is 8% of salary".

##### **Discretionary**

Discretionary plans have no target bonus rate and pay out at the end of the year at the discretion of executive/board.

#### Current Salary

The amount paid for work performed on a regular, ongoing basis.

Does not include variable bonus or incentive payments, sales commissions, shift premiums, or overtime payments.

#### Actual STI (Paid)

Total of all STI awards paid to the incumbent(s) for performance/results over the latest completed fiscal year.

May be paid during the year or after year end. (Note: recorded and reported on an annual basis).





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### C. Definitions – Statistical Elements

Market data are reported using the following statistics:

	Definition	Reporting requirement (# of observations necessary to report)
<b>P90</b>	90th percentile  If all observations were sorted and listed from highest/largest to lowest/smallest, 10% of the observations would fall above the 90th percentile and 90% would fall below	<b>11</b>
<b>P75</b>	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	<b>7</b>
<b>P50</b>	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	<b>4</b>
<b>P25</b>	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	<b>7</b>
<b>P10</b>	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	<b>11</b>
<b>Average</b>	The arithmetic mean of all values, calculated by adding up all of the values and dividing by the number of observations.	<b>3</b>



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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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Head of Information Technology (New for 2021)	The top information technology related position in the organization. Provides direction, support and alignment of organization-wide information technology practices and systems with the business in terms of mission, vision and the strategic imperatives. Ensures that existing needs and future demands of internal and external customers are met through operationally secure and well design technology solutions. Directs staff/vendors in the development and implementation of information technology strategy & policies. This role will oversee software development, infrastructure development, end users support, data management, cyber security, project management, IT processes and business applications.
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### Administration

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

### Engineering

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



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### Operations

Director Operations	NOT the head of function. Plans and directs all operations functions (no engineering responsibility), of the utility. Formulates and implements plans, budgets, policies and procedures to facilitate and improve processes and establishes clear controls, objectives and measures to ensure safe and appropriate delivery of services and clarity of roles and responsibilities. Evaluates the feasibility of new or revised systems or procedures and oversees operations to ensure compliance with established standards.
Manager Operations	NOT the head of function. Supervises, co-ordinates, directs, schedules and controls the construction, maintenance and personnel of the division, including budgets, transportation, equipment and material requirements and fleet management. Division responsibilities include construction, maintenance and repair of all overhead transmission, overhead and underground distribution and may include coordination of tree trimming for geographical area assigned to the division. In smaller utilities, a professional engineer may fill this role.
Manager Control Centre	Supervises, co-ordinates, directs, schedules and controls the control centre and technical staff. Provides leadership in the planning and coordination of the control centre relative to safety, reliability and control of the distribution system. Is responsible for budgets, and the direct operations of the control centre approving system outages, switching and maintenance requirements to maintain and improve system reliability.
Supervisor Control Centre	Directs and supervises control centre technical staff. Provides planning and coordination of control centre scheduling and maintenance required for the safe, reliable operation and control of the distribution system, including the authorization of the operation of system devices, equipment and control access to electrical plant and substations. Approves and coordinates system outages and switching as required for maintenance and system reliability. Oversees power interruptions and emergencies with dispatch staff to affect corrective measures for isolation, emergency repairs and restoration purposes. Monitors feeder load profiles.
Supervisor Protection and Control	Responsible for the management of all Protection & Controls activities related to the installation, maintenance and commissioning of: Protective Relaying Schemes and Station Automation Systems; SCADA System, Visual Display System and Remote Terminal Units; Operations Ethernet and system-wide Area Communications Networks; Distribution Automation Systems, Sectionalizing Devices and Remote Supervisory Controlled Devices. Prepares and administers reports, budgets, Policies and Procedures, record keeping systems.
Supervisor Station Maintenance	Responsible for the planning, coordinating both maintenance and installation of substations, as well as ensuring reliability of the underground plant, through testing and troubleshooting. Supervises, coordinates and schedules the activities of Station Maintenance Electricians and Protection and Control Technicians, Reviews work assignments, daily logs, reports and orders. Coordinate 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.



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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.
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.

### 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 organization's 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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### 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, 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 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.
Communications Specialist (New for 2021)	Responsible for providing communications support for internal and external communications. Evaluates and utilizes best platform for communication, including social media. Keeps current of industry and communication trends, monitoring communication efficacy and data as available to support the communications team by providing input to the overall communications plan. Assists in the development of key messages, composing press releases and preparing other communications materials (including website).

### 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 prudence review (i.e., conservation, smart meters) and the cost side of Ontario Power Authority (OPA) programs.



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### Conservation / Demand (Removed two models for 2021)

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.
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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 the chief IT role or may report directly to the CEO and/or CFO.
Manager Information Systems (Revised for 2021)	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.
Manager Information Security (New for 2021)	Responsible for providing communications support for internal and external communications. Evaluates and utilizes best platform for communication, including social media. Keeps current of industry and communication trends, monitoring communication efficacy and data as available to support the communications team by providing input to the overall communications plan. Assists in the development of key messages, composing press releases and preparing other communications materials (including website).
Network Specialist/ Manager/ Engineer (New for 2021)	Designs integrated IT infrastructure systems to support the organization's business needs. Analyzes and interprets business needs and delivers network solutions. Designs, installs, configures, and supports IT networks, including maintenance and troubleshooting. Develops and maintains documentation/policy relating to procedures, processes and standards. Plans, tests and implements upgrades and patches for networking equipment. Tunes network hardware and software to ensure optimum performance, resource utilization, and capabilities enhancement (technology strategy and road maps).





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### Human Resources

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

### Business Development / Non-Regulated Business

Executive Role - Non-Regulated Business	Reporting to either/or the CEO or the Board, this role is responsible for non-regulated revenue streams, and achieving growth/revenue targets for the organization. This includes the development of new offerings, enhancing existing offerings or creating value for clients by diversifying the organization's services. They are responsible for maintaining and growing client relationships as well as building relationships with additional clients in the market. May be supported by analytical staff or more junior business development roles.
Non-Executive Role - Non-Regulated Business	Reporting to an executive within an LDC or an executive in a sister/non regulated company, this role is responsible for non-regulated revenue generation. They will have growth/revenue targets for the organization and are focused on maintaining/growing relationships with clients by enhancing existing offerings or creating value by diversifying the organization's services. They may also support the development of additional market offerings.



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## E. Regions

