

1 **TOPIC: Revenue Requirement Requests**

2

3 **REFERENCE: November 2020 Application 3-8**

4

5 14 **Table 3.4:**

6 15 **Employee Complement History 2018 Approved Actual 2018 Actual 2019 Forecast 2020**
 7 **Proposed 2021**

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<i>President</i>	4.16	5.14	4.82	4.01	4.16
<i>First Nation Relations - - - -</i>				1.00	
<i>Communications, Cust. Acctg. 1.00</i>		1.00	1.00	3.10	4.60
<i>Human Resources & Info. Mgmt. 5.25</i>		5.27	5.34	5.32	5.25
<i>Resource Planning and Environment 5.00</i>		5.00	5.75	5.51	7.05
<i>Finance, Cust. Acctg. & Purchasing 16.79</i>		16.89	17.24	13.54	14.79
<i>Operations</i>	44.50	46.58	47.12	48.75	49.25
<i>Engineering Services</i>	15.00	13.03	15.16	5.63	15.50
<i>Health, Safety & Environment</i>	2.00	2.00	2.00	2.00	2.00
<i>Total</i>	93.70	94.91	98.44	97.86	103.60

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11 Note:

12 1. The employee complement numbers are net of allocation to YDC.

13 17 2. Customer Accounting was transferred from Finance to Communications in 2020.

14 18 Table 3.4 shows that the total position count is forecast to increase by 9.90 positions since 2018

15 19 approved to 2021 test year.

16

17 **QUESTION:**

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19 a) Why are Approved 2018 compliments different from Actual 2018?

20

21 b) Explain what positions make up the four employee complement with job
 22 description in the presidents office.

23

24 c) Explain why the vice president cannot do the job of FN relations?

25

26 d) What exactly is the VP job description?

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28 e) Explain the 3.6 positions added in communications, customer Acctg.

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30 f) Explain the 2 positions added in resource planning and environment.

- 1 g) Explain why environment is in two locations in this above chart.
2
3 h) Provide a chart giving each of the YEC positions (management and non-
4 management) pay grade/scale and performance bonus.
5
6 i) Explain how each of these compare with other utilities in Canada.
7

8 **ANSWER:**
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10 **(a)**
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12 Approved 2018 compliments are what was approved by the YUB for rate-setting purposes.
13 Actual 2018 compliments represent what YEC required operationally.
14

15 **(b)**
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17 The employee complement of the President category consists of the following:
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- 19 • **President and Chief Executive Officer** - The President and CEO has the
20 authority, and is accountable to the Board of Directors, for the Yukon Energy
21 Corporation's achievement of corporate goals and objectives within the
22 established authority delegated by the Board. This includes providing leadership
23 and direction regarding the following daily organizational activities of the Yukon
24 Energy Corporation to ensure the achievement of reasonable organizational
25 results, benefits and cost effectiveness within the established corporate goals,
26 objectives and priorities; and to ensure the avoidance of unacceptable conditions
27 and actions.
28
- 29 • **Vice-President, Business and Corporate Development** - In conjunction with the
30 President, liaises with key stakeholders to promote positive relationships and
31 strong partnerships for the benefit of the corporation. Ensures that the Human
32 Resources, IT, Health and Safety and Communications departments corporate
33 objectives are met and in line with Yukon Energy's mission and vision. Contributes
34 in the development of corporate goals, business plans, and strategies to ensure
35 the effective planning and delivery of programs and services to achieve the
36 Corporate mandate Contributes to the vision, mission and values of Yukon Energy
37 through responsible, accountable and effective work performance. As a key

1 member of the senior management team is accountable for overall organizational
2 performance.

- 3
- 4 • **Corporate Secretary** - This position provides executive support to Yukon Energy's
5 Board of Directors (Board), the President and CEO (President) and the Sr.
6 Management Team, and is responsible preparation of board meetings including
7 the drafting of agendas, resolutions, and board material as well as the drafting of
8 board and committee minutes in accordance with Yukon Energy's policies,
9 guidelines and procedures. The position is responsible for all Access to Information
10 and Protection of Privacy (ATIPP) matters on behalf of the corporation.
11
 - 12 • **Records Management Analyst** - Performs a range of records management
13 activities for the Corporation. Maintains and controls the use, protection and
14 disposition of corporate records and information and provides library support
15 services in accordance with Yukon Energy's policies, guidelines and procedures.
16

17 **(c) and (d)**

18

19 The questions are unclear; each department at YEC has a vice president as the
20 department head. The question is not clear which vice president is being referred to.
21

22 **(e)**

23

24 The explanation for the 3.6 positions added in Communications, Customer
25 Billing/Accounting is provided in the Application under the heading Communications,
26 Customer Billing/Accounting on page 3-10.
27

28 **(f)**

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30 The explanation for the 2.0 positions added in Resource Planning and Environment is
31 provided in the Application under the heading Resource Planning and Environment
32 starting on page 3-10.

1 **(g)**

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3 For the years provided in Table 3.4, there are no Environmental employees allocated to
4 the Health & Safety department. Therefore, it would be more appropriate for the
5 department labelled “Health, Safety & Environment’ to be changed to “Health & Safety”.

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7 **(h)**

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9 Please see the Table below.

Table 1: Union Pay Grants (2019)

2019 Rates	Steps	1	2	3	4	5	6	
Level	Hourly Min	0.5 Year	1 Year	1.5 Year	2 Year	2.5 Year	3 Year	
Level 1	14.47	14.91	15.35	15.82	16.30	16.78	17.29	* Annual Economic Increase 2.0%.
Level 2	16.74	17.25	17.77	18.30	18.84	19.41	19.99	* Performance Increase 3% up to max of pay grade.
Level 3	19.24	19.83	20.42	21.02	21.65	22.31	22.98	
Level 4	22.30	22.97	23.65	24.36	25.09	25.84	26.61	
Level 5	25.77	26.53	27.34	28.15	29.00	29.87	30.76	
Level 6	29.74	30.64	31.57	32.52	33.49	34.49	35.52	
Level 7	34.53	35.57	36.63	37.73	38.86	40.02	41.23	
Level 8	40.11	41.31	42.55	43.82	45.15	46.49	47.89	
Level 9	44.05	45.38	46.75	48.14	49.59	51.08	52.61	
Level 10	46.34	47.73	49.16	50.64	52.17	53.73	55.35	
Level 11	48.98	50.45	51.95	53.52	55.12	56.78	58.49	

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14 **REVISED RESPONSE**

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16 The question had requested that Yukon Energy provide a chart giving each of the YEC
17 positions (management and non-management) pay grade/scale and performance bonus.
18 The original response only provided union pay grants and had omitted providing
19 information for management and non-management pay grade/scale. Table 1 and Table 2
20 provide additional information in response to the original question.

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Table 1: Union Pay Grades & Positions (2019)

Level	Min	Max
Level 1	\$ 14.47	\$ 17.29
Level 2	\$ 16.74	\$ 19.99
Level 3	\$ 19.24	\$ 22.98
Meter Reader		
Level 4	\$ 22.30	\$ 26.61
Level 5	\$ 25.77	\$ 30.76
Plant Operator Temp x 2		
Customer Service Representative		
Administrative Assistant-Eng. Services		
Accounts Payable Clerk		
Level 6	\$ 29.74	\$ 35.52
Plant Operator Mayo x 2		
CMMS/Operations Administrator		
Procurement Administrator		
Warehouse Assistant		
Plant Operator Aishihik		
Level 7	\$ 34.53	\$ 41.23
Warehouse Administrator		
Plant Operator Whitehorse x 4		
Sr Office Administrator		
Financial Administrator x 3		
Level 8	\$ 40.11	\$ 47.89
Apprentice Trades Person		
Procurement Specialist		
Powerline Technician Mayo		
SCC Operator I x 4		
Maintenance Electrician x 4		
Powerline Technician Whitehorse		
Maintenance Mechanic x 4		
Sr Plant Operator		
Draftperson/Land Use Administrator x 2		
Powerline Technician Dawson		
Maintenance Electrician Mayo		
Communication Coordinator		

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Table 1: Union Pay Grades & Positions (2019) – Continued

Level 9	\$ 44.05	\$ 52.61
Maintenance Job Planner		
Metering Coordinator Maintenance Electrician		
SCC Operator II		
Sr Powerline Technician Mayo		
Network/Systems Administrator		
Sr. Procurement Specialist		
Database Administrator		
Safety Coordinator		
Electrical Protection & Control Coordinator		
Sr Maintenance Mechanic		
Electrical Instrumentation Coordinator		
Sr. Powerline Technician Dawson		
Environment & Resource Analyst		
Sr Powerline Technician - Whitehorse x 2		
Operations Coordinator		
Coordinator Mechanical Projects		
Coordinator, Electrical Projects		
SQL/Sharepoint Administrator		
Distribution Coordinator		
Level 10	\$ 46.34	\$ 55.35
Leadhand, SCC		
Leadhand Electrical Maintance		
Leadhand Transmission & Distribution		
Level 11	\$ 48.98	\$ 58.49
Leadhand Mechanical Maintenance		

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Table 2: Management & Professional Pay Grades & Positions (2019)¹

2019 Rates	Min. Salary	Min. Hr	Max Salary	Min. Hr
Level 8	\$ 68,161.60	\$ 32.77	\$ 96,523.00	\$ 46.41
Payroll Analyst				
Level 9	\$ 73,797.84	\$ 35.48	\$ 104,564.88	\$ 50.27
Corporate Secretary				
Electrical Engineer-Engineer in Training				
Level 10	\$ 80,283.91	\$ 38.60	\$ 120,426.92	\$ 57.90
Sr. Regulatory Analyst				
Mechanical Engineer				
Electrical Engineer x 2				
Manager, Property & Risk Management				
Assistant Controller				
Level 11	\$ 87,872.37	\$ 42.25	\$ 131,808.56	\$ 63.37
Manager Communications				
Resource Planner x 3				
Project Manager x 2				
Protection & Systems Engineer				
Manager Health + Safety				
Manager Environmental Assessment & Licensing				
Asset Manager				
Level 12	\$ 96,231.71	\$ 46.27	\$ 144,346.52	\$ 69.40
Manager Human Resources				
Manager IT				
Controller				
Manager, Procurement				
Manager, Capital Projects				
Manager, Civil Engineering & Projects				
Level 13	\$ 103,049.95	\$ 49.54	\$ 154,574.93	\$ 74.31
Manager Operations				
Level 14	\$ 111,517.40	\$ 53.61	\$ 167,277.69	\$ 80.42
Level 15	\$ 131,314.35	\$ 63.13	\$ 196,971.52	\$ 94.70
VP, Engineering Services				
VP, Finance & Chief Financial Officer				
VP, Aboriginal & Government Relations				
VP, Resource Planning & Regulatory Affairs				
VP, Operations				
Level 16	\$ 142,861.77	\$ 68.68	\$ 214,293.19	\$ 103.03
VP, Business and Corporate Development				
Level 17	\$ 165,627.78	\$ 79.63	\$ 248,441.67	\$ 119.44
Level 18	\$ 201,040.89	\$ 96.65	\$ 301,561.34	\$ 144.98

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¹ Table 2 does not include casual employees, the President's position nor the Records Management position as they are not covered by either the Union Collective Agreement or the M&P Terms & Conditions of Employment.

1 (i)

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3 YEC does not have (management and non-management) pay grade/scale and
4 performance bonus information of other utilities in Canada to provide.

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6 **REVISED RESPONSE**

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8 UCG-YEC-1-24 notes as follows with respect to out of scope employee job evaluations:

9
10 Yukon Energy relies on Korn Ferry, an independent contractor, for the evaluation
11 of all jobs. Yukon Energy participates in the salary benchmarking service provided
12 by Korn Ferry whereby our jobs are compared against the market and our peers
13 (utilities), adjusted for our geographical location.

14
15 To provide greater clarity to the response to UCG-YEC-1-24 and UCG-YEC-1-26(i), it is
16 noted that YEC contracts with Korn Ferry, an independent contractor, to provide job
17 description evaluation services. "Salary benchmarking" is not a fulsome description of the
18 service provided to Yukon Energy by Korn Ferry.

19
20 Yukon Energy also participates in the salary benchmarking service provided by Korn Ferry
21 whereby YEC jobs are compared against the market and YEC peer utilities and adjusted
22 for geographic location.

23
24 For context, it is noted that Yukon Energy adopted an evaluation system, the Hay Plan, in
25 the early 2000's. This is a well-established and widely used proprietary evaluation
26 methodology now owned by Korn Ferry; and is used to help ensure consistency of
27 treatment both within the company and across other businesses (i.e., benchmarking).

28
29 The Hay Plan is a points-based system and is the primary approach to evaluation that
30 focuses on several universal factors including:

- 31
- 32 • Know how;
 - 33 • Problem solving;
 - 34 • Accountability; and
 - 35 • Working conditions.

36 As part of the evaluation process Korn Ferry also enters job specifics into a proprietary
37 job evaluation model that looks at other YEC evaluations as well as global Korn Ferry job

- 1 evaluations as appropriate to arrive at an assessment. This is a computerized model that
- 2 looks at similar positions and provides a ranking against this average.
- 3
- 4 No specific benchmark compensation figures are reported to YEC, and YEC does not
- 5 have access to the background information used by Korn Ferry in its assessments.