



FUEL SPILL AT JACKFISH LAKE POWER PLANT

While details on the Fuel Spill at Jackfish Lake Power Plant is provided in a separate report, additional information on the staff complement, overtime hours and employee morale is provided below:

1. What is the number of the full staff complement at the plant over the last 5 years?

Answer:

The number of full time positions at the plant over the last five years is:

Year	2000	2001	2002	2003	2004
#	48	47	43	43	43

2. How many overtime hours were worked at the plant by how many employees over the last five years?

Answer:

The overtime hours worked at the plant by the employees during the last five calendar years is:

Year	2000	2001	2002	2003	2004
Hours	14,666	10,415	10,648	9,389	*7,474

*Overtime for the period January 2004 to October 31, 2004.

3. What was done by the Corporation to address any morale problem arising from the reduction in staff compliment and too much overtime?

Answer:

The morale at any organization is difficult to measure as it often differs from person to person. Often people assess the morale based on who they hear from and this is often the staff with low morale. One measure of morale is the turnover in an organization. If staff are truly unhappy they will leave an organization. Turnover at the Corporation's Yellowknife operations, excluding retirements and dismissals has been ranged from 4.7% to 9.5% during the last 5 years. To date in 2004/05 turnover is 2.2%.

Morale is often an issue when an organization is undergoing a period of change. This applies to the Corporation's Yellowknife operation as it has been impacted by the essential closing of two mines that were large customers. As can be seen from the overtime hours under item 3 overtime has been substantially reduced since 2000. A great deal of the overtime incurred is the result of the fact that much of our operation is 24 hours a day 7 days a week. As such we have staff working on all statutory holidays.

In order to address morale the Corporation has handled all of its staff reductions through attrition or by offering affected staff alternate positions that have been held vacant. The Corporation is also working as fast as possible to fully implement the changes necessary to respond to the loss of the mines so that employees will know how they are going to be impacted by it.

The group of employees that has seen the most impact from the mine closures are the diesel plant operators and this group is felt by Management to be the group with the lowest morale. This group has undergone the most reduction in numbers over the last several years. In order to address the impact on this group shift schedules have been reduced and additional automation has been added to the plants further reducing the workload on this group.

The total number of employees has been reduced by 4 over the last several years. As the plant operators have reduced in number other positions such as trades' people have been added.

Regular meetings are held with staff to inform staff of what is happening in the Corporation. This includes the President, Director, North Slave and operations management.

Staff are being cross trained as Plant Operators in order to reduce the number of times current Plant Operators are required to be on stand by.

The Management in Yellowknife are being encouraged to recognize staff for their efforts.

The Management in Yellowknife undergo continual training to improve their skills. Non-management staff have been identified for management training to improve their skills and increase their chances of promotion to management.