

1 Q. **Reference: Section 2, Regulated Activities, Section 2.4.1.1, Salaries and Benefits,**
2 **Capital Labour Costs, page 2.22, Table 2.5**

3 What steps is Hydro taking, if any, to minimize the capital expenditure done at
4 overtime rates.

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7 A. Hydro takes the following actions to minimize the amount of capital expenditure
8 done on overtime rates:

- 9 • Improved communication and coordination between the areas of System
10 Operations, Project Execution and Work Execution towards the planning and
11 scheduling of work;
- 12 • Creation of multi-year projects to help execute capital work earlier in the year;
- 13 • The bundling of work and resources in order to maximize the execution of work
14 during planned outages;
- 15 • The extension of equipment outages where possible;
- 16 • Seeking opportunities to hire temporary employees;
- 17 • Seeking opportunities to utilize contractors;
- 18 • Work execution managers are held accountable for overtime control and
19 decision making, to ensure appropriate decisions; and
- 20 • The development and circulation of monthly overtime reports to managers for
21 monitoring purposes.