

Drainage Transition to EPCOR Update

June 1, 2017



This newsletter is the primary source for updates on the progress of transition efforts. Look for it every Thursday.

Announcement of Drainage Services Leadership

The senior management organizational structure for Drainage has been finalized, and will become effective once the transition to EPCOR is complete on September 1. Over the past few weeks, EPCOR and Drainage leadership have focused on creating a functional structure and putting together a strong management team.

When the transition is complete, Drainage Services will operate as its own business unit within EPCOR, organized into six functional areas – Drainage Operations, Construction Project Management, Construction Services, Drainage Engineering, Drainage Planning, and Shared Services.

Amanda Rosychuk will become the Senior Vice President, Drainage Services. Amanda is currently the Senior Vice President, Corporate Services at EPCOR. Her senior leadership team will include:

- Chris Ward from the City of Edmonton as the Divisional Vice President, Drainage Construction & Operations
- Frank Fechner from the City of Edmonton as the Acting Director, Drainage Operations
- James Tan from the City of Edmonton as the Director, Construction Services
- Albert Kwan from the City of Edmonton as the Director, Drainage Engineering
- Byron Nicholson from the City of Edmonton as the Director, Construction Project Management
- Richard Brown from EPCOR as the Director, Drainage Planning
- Jack Middleton from EPCOR as the Director, Shared Services

EPCOR's Corporate Shared Services - including Finance, Human Resources, Safety and Information Services – will be adjusted to provide support for the Drainage Services Business unit. In EPCOR, these areas will report to their own Vice President, with dotted-line reporting to Drainage. As part of that adjustment, Barb Wieder has been appointed as the Controller of Drainage Services and Darren Gwozdz will become the Senior Manager, Health and Safety.

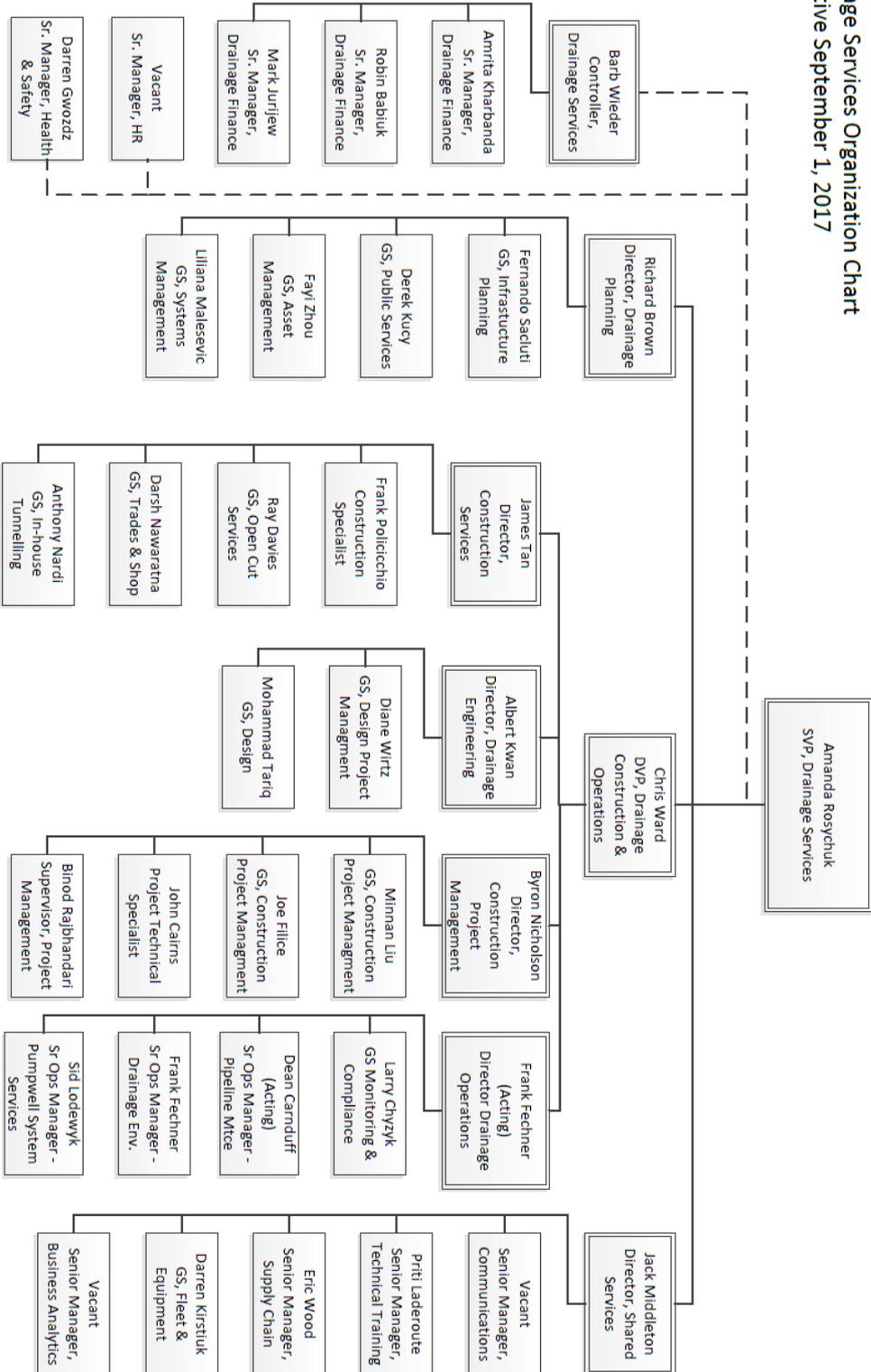
Drainage's Flood Mitigation planning will be a separate project within EPCOR's Commercial Services business unit.

- Stephen Stanley, Senior Vice President, Commercial Services, will be responsible for development and execution of the Stormwater Integration Resource Plan (SIRP)
- Susan Ancel will be the Director, Stormwater Strategies.

You can see the first three layers of the Drainage Services organizational structure below. We have included answers to questions you may have about the new structure in this newsletter. We encourage you to review them.

This structure takes effect September 1, 2017. Until then, all Drainage activity will be managed by existing processes, people and policies within the City of Edmonton. Decisions on planning, operating, filling vacancies, interacting with citizens and all other daily activities will continue as they always have, without requiring approval from EPCOR.

EPCOR Drainage Services Organization Chart
Effective September 1, 2017



Getting information in-person

As activity on the Drainage transfer to EPCOR progresses, and with the leadership of the Drainage organization now confirmed, there will be new opportunities to receive information in-person about the transition, to meet EPCOR people who are involved in the transition, and to ask additional questions.

These opportunities include...

- Informal Leadership Meet – Amanda Rosychuk and Chris Ward will jointly visit sites to meet employees over the summer. The Directors will also play an active role in visiting with employee and addressing concerns.
- Formal Employee Meetings – “Town Hall” style meetings will be scheduled at various sites over the coming weeks to share project progress, discuss decisions and answer employee questions
- Manager Preparation – Directors and General Supervisors will be receiving a “Manager Toolkit” and personal support to help them communicate with employees and answer questions

All of these activities will be carefully scheduled and managed, so that they do not consume too much time, and staff can continue to focus on running operations and projects successfully through the transition.

Getting updates on union negotiations

EPCOR has commenced negotiations with all three unions involved in the Drainage transition – CSU 52, CUPE 30, and IBEW 1007. While these negotiations are ongoing, the unions and EPCOR have committed to joint communication on the progress. In addition to any union distribution of the communication, we will publish those memos on onecity.edmonton.ca/EPCOR and put a notice in the weekly newsletter.

The first memo is an update on CSU 52 progress ([LINK](#)).

Union members can direct any questions on the negotiations to their union leadership or specific representatives listed in the update notices.

More information and responses to your questions

You can find all information related to the EPCOR transfer at onecity.edmonton.ca/EPCOR.

If you have more questions about the project, review these [frequently asked questions](#). If you can't find the answer to your question, email drainage.transition@edmonton.ca.

Questions about the Organizational Structure

When is the new Organizational Structure effective?

This structure takes effect September 1, 2017. Until then, all Drainage activity will be managed by existing processes, people and policies within the City of Edmonton. Decisions on planning, operating, filling vacancies, interacting with citizens and all other daily activities will continue as they always have, without requiring influence or approval from EPCOR.

Do I need to do anything right now? Does this mean I report to a new manager right now?

No. Until August 31, all Drainage activity is to be managed by existing processes, people and policies within the City of Edmonton. Decisions on planning, operating, filling vacancies, interacting with citizens and all other daily activities should continue as they always have, without needing influence or approval from EPCOR. Your new manager is only effective on September 1.

How was the structure designed?

EPCOR's approach to org design focuses on understanding how Drainage works and what makes it successful, defining the functions that need to be grouped together as all of the drainage teams are pulled back into one business unit, mapping the positions that are transferring, noting where vacancies exist, and making sure each position has clear accountabilities and authorities. This ensures that each layer of management has distinct functions related to strategy development, business planning, decision-making, problem solving and day to day leadership of the operation.

How were employees selected to come to EPCOR?

There are two groups of employees: those who spend the majority of their time working for and supporting Drainage, and those who split their time between Drainage and other business areas in the City.

Those who spend the majority of their time working for or supporting Drainage will transfer to EPCOR – with the exception of the Growth and Land Development planning and engineering groups, which will remain with the City as outlined in the Letter of Intent approved by City Council.

For positions that support other areas in addition to Drainage (such as Human Resources and IT), the amount of time spent supporting Drainage has been identified and translated into number of people that will be transferred to Drainage. From there, employees whose experience and skills fit the transfer were identified.

When will Drainage employees start to meet more people from EPCOR?

Both scheduled and informal opportunities will be created starting in June. We want Drainage employees to hear from Amanda Rosychuk and the Drainage Services leadership team, and start to build new relationships now. We want to be careful not to do too much of this, so that the focus of Drainage employees is still on safe operations.

You may see groups of EPCOR employees visiting Drainage sites to learn more about facilities and operations, so that the transition is smooth on September 1. This is necessary for many of the technical aspects of the transition, like computer network connections, insurance appraisals of buildings, or security equipment. These visits will be structured with as little impact to daily Drainage operations as possible.

When will the rest of the Organizational Structure be available?

EPCOR has received the full list of employees who will be transferring. Using that list, work will be done with Drainage management to properly identify where teams fit

within this organization structure. We expect that work to be completed within the next couple of weeks and then announced through the weekly communications to employees.

What about Corporate Shared Services (Finance, HR, IT/IS, Safety)?

Several people will be joining EPCOR in Corporate Shared Service areas – Finance, Human Resources, Information Technology/Services, and Safety. In EPCOR, these areas report to their own Senior Vice President, with dotted-line reporting to the Business Unit that they support. The management for Finance and Safety is shown on the current Organization chart, and further work will be done in the next few weeks to organize the appropriate people into these areas.

How and when will vacancies on the new Organization Chart be filled?

Normal EPCOR recruitment processes will be used to fill any newly created positions in the new organizational structure. Recruitment may start before September 1, so that positions are filled in time for the transition. Any position that is posted will be found on the [EPCOR Careers Page](#).

Can we fill vacant positions in the City of Edmonton business areas that will move to EPCOR?

Requests to fill vacancies will continue to follow the standard City approach whereby all permanent positions will need to be justified with the appropriate business case and approved through the current channels. This includes the Branch Manager, Deputy City Manager and ELT approval chain. As always, hiring managers will need to make a business decision on whether to fill the position on a permanent or temporary basis.

What happens if my current manager at the City is not coming to EPCOR?

Until August 31, you will continue to take direction from your current manager. For transition information, stay connected to the weekly communication methods we have already been using.

We are keeping all managers informed of transition information, regardless of whether they are personally transferring to EPCOR or not. We will also create opportunities for your new manager and members of the transition team to reach out to you through the next few months.

Who is Amanda Rosychuk?

Amanda Rosychuk is currently the Senior Vice President, Corporate Services at EPCOR, and has been leading the Drainage transition activity. Since joining EPCOR in 1992, Amanda has held senior management positions in areas across the company, including Distribution & Transmission, customer care, business systems, and business development. Amanda holds a BSc in Electrical Engineering from the University of Alberta and is a graduate of its Executive MBA program.