Q. Does Newfoundland Power have future staffing and succession plans for the asset management personnel, the maintenance operations management personnel and the field personnel who inspect, maintain, and repair the equipment for the transmission, terminal station, substation, subtransmission, and distribution systems equipment? If so, please describe those staffing and succession plans and provide copies of them.

A. **1. Introductory**

At Newfoundland Power, asset design and construction, equipment operations, and system inspection and maintenance are not typically undertaken by different groups of employees. For this reason, Newfoundland Power does not have "…future staffing and succession plans…" for the groups of personnel described in this question.

Newfoundland Power does actively manage its workforce to ensure the continuity of skills required to ensure the continued provision of safe, reliable service to customers.

The remainder of this response will outline the Company's general approach to demographic management for skilled and technical workers. In addition, it will describe the basis for succession planning for this group in the current context of increased levels of employee retirement.

2. Demographic Management at Newfoundland Power

Like most mature electrical utilities, Newfoundland Power is experiencing an increase in the number of annual retirements. Succession planning for skilled and technical labour is at the core of Newfoundland Power's capability to continue to provide safe, reliable electrical service to its customers. For this reason, Newfoundland Power's succession planning, particularly for skilled trades persons, technologists and engineers is routinely canvassed in applications before the Board.[1]

In 2007, Newfoundland Power was forecasting that approximately 40% of its core utility occupations, such as powerline technicians, industrial electricians, millwrights, technologists and engineers would be eligible for retirement within a

[1] Retirements and succession planning for skilled trades persons, technologists and engineers was considered in evidence before the Board in each of Newfoundland Power's 2008 General Rate Application, 2010 General Rate Application, and 2013/2014 General Rate Application.

decade.[2] Since that time, the Company has focused on ensuring continuity in its technical and skilled workforce.[3]

Replacement of technical staff, such as engineers and technologists, is typically done through the hiring of recent graduates and developing them over time. Occasionally, specific expertise is required immediately and an experienced person is hired. Development is typically accomplished through the design, construction and maintenance of portions of the Company's electrical system. Working on projects from conception through design, construction and eventual commissioning gives younger technical staff valuable experience with a particular type of asset. This experience also assists in future operations of the asset.

Replacement of skilled trades persons has been accomplished through a combination of increased apprenticeships and increased hiring of experienced workers. Apprenticeship programs typically provide for a number of years of education and job training to achieve journeyperson qualification.[4] However, it is recognized that development of well-rounded journeypersons extends beyond the apprenticeship period.[5] To maintain continuity of the workforce and continued service reliability to customers, Newfoundland Power has hired additional apprentices in advance of the anticipated retirements of journeypersons to allow a smooth transition of knowledge and job skills.[6] In addition, the Company addresses skills development through the pairing of more senior journeypersons with younger workers. Finally, special skills are specifically addressed in the development of new employees where required.[7]

[2] See Newfoundland Power's 2008 General Rate Application, Company Evidence, *Section 2: Customer Operations,* page 20.

[3] These efforts were outlined in Newfoundland Power's 2010 General Rate Application (see Company Evidence, *Section 2: Customer Operations*, page 2-13, *et. seq.*) and in Newfoundland Power's 2013/2014 General Rate Application (see Company Evidence, *Section 2: Customer Operations,* page 2-19, *et. seq.*).

[4] For example, the largest skilled trades person classification at Newfoundland Power is powerline technician. The apprentice powerline technician program provides for 5 years of education and on the job training.

[5] For example, the *International Brotherhood of Electrical Workers* has observed that it takes 10 years to become a well-rounded powerline technician.

[6] This approach has added costs. This was specifically considered in Newfoundland Power's 2013/2014 General Rate Application (see Company Evidence, *Section 2: Customer Operations*, page 2-18, *et. seq.*). These additional costs were allowed by the Board in the determination of the Company's approved revenue requirements.

[7] An example of a special skill would be underground distribution maintenance. Newfoundland Power has limited requirements for underground distribution maintenance as underground distribution plant is essentially limited to the Northeastern Avalon Peninsula.

3. Succession Planning

Newfoundland Power maintains a rolling 5-year retirement forecast. This forecast provides the Company's best estimate of retirements for the ensuing 5-year period. It is updated on a continual basis as better information concerning employees' retirement intentions becomes available.

Attachment A shows a summary of Newfoundland Power's current forecast of retirements for core utility occupations including powerline technicians, industrial electricians, millwrights, technologists, engineers, and operations and maintenance supervisors for the period 2014 through 2019.

This forecast provides the baseline for succession planning at Newfoundland Power. This forecast guides both hiring and development efforts which are aimed at maintaining continuity in the Company's skilled and technical workforce.

Newfoundland Power
Forecast of Retirements for Core Utility Occupations
(2014-2019)

Table 1
Forecast Retirements for Core Utility Occupations
2014

Position	Department	Age/Service Combination of 95; 60 Years Old	Predicted Year of Retirement
District Representative	Western Grand Falls	2016	2014
Electrical Maintenance - Director	Operations	2013	2014
Electrical Maintenance – Lead Hand (“LH”)	Operations	2018	2014
Engineering Technologist	Operations	2014	2014
Engineering Technologist	Western Gander	2015	2014
Engineering Technologist	Western Corner Brook	2015	2014
Mechanical Maintenance - LH	Operations	2012	2014
Planner Electrical Maintenance	Operations	2014	2014
Planner Transmission and Distribution	St. John's Region	2013	2014
Power Plant Maintenance - LH	Operations	2014	2014
Power Plant Maintenance - LH	Operations	2015	2014
Power Plant Maintenance - Mechanical - LH	Operations	2010	2014
Powerline Technician - LH	Western Stephenville	2014	2014
Powerline Technician - LH	Western Stephenville	2014	2014
Powerline Technician - LH	Eastern Clarenville	2017	2014
Powerline Technician - LH	Eastern Avalon	2011	2014
Powerline Technician - LH	Western Gander	2015	2014
Senior Engineer (Electrical)	Engineering	2016	2014
Supervisor Substation Projects	Engineering	2014	2014
Superintendent Area Operations	Western Stephenville	2014	2014
Supervisor Electrical & Plant Maintenance	Operations	2014	2014
TOTAL			**21**

Table 2
Forecast Retirements for Core Utility Occupations
2015

Position	Department	Age/Service Combination of 95; 60 Years Old	Predicted Year of Retirement
District Representative	Eastern Avalon	2011	2015
Electrical Maintenance LH	Operations	2015	2015
Engineering Technologist	Eastern Clarenville	2021	2015
Engineering Technologist	Western Stephenville	2015	2015
Engineering Technologist	Operations	2015	2015
Operations Supervisor	Western Corner Brook	2015	2015
Powerline Technician	Eastern Avalon	2015	2015
Powerline Technician - LH	Eastern Avalon	2013	2015
Powerline Technician - LH	St. John's Region	2014	2015
Powerline Technician - LH	Eastern Burin	2012	2015
Powerline Technician - LH	St. John's Region	2015	2015
Senior Engineer (Electrical)	Engineering	2010	2015
Senior Engineer (Electrical)	Engineering	2015	2015
Superintendent Electrical Engineering	Engineering	2015	2015
Supervisor Electrical Maintenance	Operations	2015	2015
Training Foreperson	St. John's Region	2018	2015
TOTAL			**16**

Table 3
Forecast Retirements for Core Utility Occupations
2016

Position	Department	Age/Service Combination of 95; 60 Years Old	Predicted Year of Retirement
District Supervisor	Eastern Avalon	2016	2016
Electrical Maintenance - LH	Operations	2016	2016
Engineering Technologist	Engineering	2012	2016
Line Supervisor	St. John's Region	2011	2016
Mechanical Maintenance - LH	Operations	2016	2016
Planner Transmission and Distribution	Western Corner Brook	2016	2016
Power Plant Maintenance	Operations	2016	2016
Power Plant Maintenance - Mechanical	Operations	2016	2016
Power System Operator - LH	Operations	2016	2016
Powerline Technician - LH	Western Stephenville	2016	2016
Powerline Technician - LH	St. John's Region	2016	2016
Powerline Technician - LH	Western Grand Falls	2016	2016
Powerline Technician - LH	Eastern Avalon	2016	2016
Senior Engineer (Electrical)	Engineering	2014	2016
TOTAL			**14**

Table 4
Forecast Retirements for Core Utility Occupations
2017

Position	Department	Age/Service Combination of 95; 60 Years Old	Predicted Year of Retirement
Electrical Maintenance	Operations	2017	2017
Electrical Maintenance - LH	Operations	2017	2017
Power System Operator - LH	Operations	2017	2017
Powerline Technician	Operations	2017	2017
Powerline Technician - LH	Western Grand Falls	2017	2017
Powerline Technician - LH	Western Stephenville	2017	2017
Powerline Technician - LH	Eastern Clarenville	2017	2017
Powerline Technician - LH	Western Grand Falls	2017	2017
Powerline Technician - LH	Western Corner Brook	2017	2017
Powerline Technician - LH	St. John's Region	2017	2017
Team Lead SCADA	Operations	2017	2017
TOTAL			**11**

Table 5
Forecast Retirements for Core Utility Occupations
2018

Position	Department	Age/Service Combination of 95; 60 Years Old	Predicted Year of Retirement
Engineering Technologist	Eastern Burin	2018	2018
Engineering Technologist	Engineering	2018	2018
Meter Technician - LH	St. John's Region	2018	2018
Operations Supervisor	Western Grand Falls	2018	2018
Planner Generation	Operations	2018	2018
Powerline Technician - LH	Western Corner Brook	2018	2018
Powerline Technician - LH	Eastern Avalon	2018	2018
Senior Engineer (Electrical)	Engineering	2018	2018
Superintendent Regional Operations	Eastern Clarenville	2018	2018
Team Lead Utility Services	St. John's Region	2018	2018
TOTAL			**10**

Table 6
Forecast Retirements for Core Utility Occupations
2019

Position	Department	Age/Service Combination of 95; 60 Years Old	Predicted Year of Retirement
Electrical Maintenance LH	Operations	2019	2019
EMC[1] Maintenance	Operations	2019	2019
Engineering Technologist	Engineering	2019	2019
Engineering Technologist	Engineering	2019	2019
Powerline Technician - LH	Western Grand Falls	2019	2019
Powerline Technician - LH	Eastern Avalon	2019	2019
Team Lead Metering	St. John's Region	2019	2019
Training Foreperson	St. John's Region	2019	2019
TOTAL			**8**

[1] Electrical Maintenance Centre.