NEWFOUNDLAND AND LABRADOR BOARD OF COMMISSIONERS OF PUBLIC UTILITIES

120 Torbay Road, P.O. Box 21040, St. John's, Newfoundland and Labrador, Canada, A1A 5B2

Hearing Transcript

Newfoundland and Labrador Hydro 2017 General Rate Application

July 16, 2018

The Board:

Darlene Whalen, Chair and CEO Dwanda Newman, Vice-Chair James Oxford, Commissioner

Newfoundland and Labrador Hydro:

Geoffrey Young, Counsel Alex Templeton, Counsel

Newfoundland Power Inc.:

Gerard Hayes, Counsel Liam O'Brien, Counsel

Consumer Advocate:

Dennis Browne, Q.C. Stephen Fitzgerald, Counsel

Island Industrial Customers

Paul Coxworthy, Counsel Dean Porter, Counsel

Labrador Interconnected Group*

Senwung Luk, Counsel

Iron Ore Company of Canada*

Benoit Pepin, Counsel

Board Counsel/Staff:

Jacqueline Glynn, Board Counsel Maureen Greene, Q.C., Hearing Counsel Sara Kean, Assistant Board Secretary

Witness/Witnesses

Ms. Jennifer Williams, Vice-President of Production, Hydro
Mr. Ron LeBlanc, Vice-President of Transmission, Distribution & the NLSO, Hydro
Mr. Terry Gardiner, Vice-President of Engineering Services, Hydro

*Note – These two parties will not be in attendance every day

July 1	6, 2018		NL Hydro 2017 GRA
	Page 1		Page 3
1	(9:15 a.m.)	1	wholesale rate has been agreed to, which is
2	CHAIR:	2	in Section 9 of the agreement, as has the
3	Q. Good morning, everybody. Welcome back. I	3	continuation of a generation credit and a
4	don't have any opening remarks or anything	4	curtailable credit for Newfoundland Power,
5	to make at this stage, but I'll go to Ms.	5	and what the amount of the generation credit
6	Glynn, I guess, to see if there's anything	6	will be.
7	we need to get on the record.	7	The next item settled was with respect
8	MS. GLYNN:	8	to the deferred supply costs, and there has
9	Q. Absolutely. I'm very pleased to say that we	9	been agreement reached with respect to the
10	have reached a supplemental settlement	10	credit for Newfoundland Power with the
11	agreement, which Ms. Greene, as Board	11	balance in the isolated system deferral
12	Hearing Counsel, is going to speak to.	12	account, and for the other account, the
13	GREENE, Q.C.:	13	energy supply cost variance and the Holyrood
14	Q. Good morning, Chair, Commissioners and	14	conversion rate deferral account, it has
15	parties. As Ms. Glynn just mentioned,	15	been agreed how the balance, when it is
16	recently the parties have reached a second	16	approved by the Board, will be allocated, so
17	supplemental agreement for the Island	17	the amount of the balance is still an issue
18	Interconnected issues. Labrador issues are	18	to be determined by the Board for both of
19	not covered by this particular agreement.	19	those accounts, but the method of how that
20	So we're very happy to report we have	20	balance will be allocated is agreed to.
21	reached an agreement, so all the parties are	21	With respect to the basis of Hydro's
22	• • • • • • • • • • • • • • • • • • • •	22	•
1	happy, particularly Hydro, and particularly		Application, Sections 14 to 19 set out the
23	the panel won't have to be cross-examined on	23	agreement with respect to the expected
24	some of the issues, but Ms. Glynn asked me	24	supply scenario. Hydro has agreed that the
25	just give a very high overview of the	25	expected supply scenario, which was the
,	Page 2	1	Page 4
	issues.	1	subject of additional information and cost
2	Copies of the agreement have now been		of service information filed March 22nd,
3	signed by all of the parties, and the	3	2018, will be the basis for their
4	Commissioners and the parties have been	4	application and not the deferral account
5	provided with a copy of the signed	5	
6	agreement	_	scenario, which had been their original
1 1	agreement.	6	proposal. So the cost of service
7	So first with respect to what has been	7	proposal. So the cost of service methodology with respect to the expected
8	So first with respect to what has been agreed, as I already mentioned, this	7 8	proposal. So the cost of service methodology with respect to the expected supply scenario has also been agreed to, and
8 9	So first with respect to what has been agreed, as I already mentioned, this agreement covers the Island Interconnected	7 8 9	proposal. So the cost of service methodology with respect to the expected supply scenario has also been agreed to, and that particular agreement is listed out in
8 9 10	So first with respect to what has been agreed, as I already mentioned, this agreement covers the Island Interconnected System only, and there are some issues with	7 8 9 10	proposal. So the cost of service methodology with respect to the expected supply scenario has also been agreed to, and that particular agreement is listed out in Sections 14 to 19.
8 9 10 11	So first with respect to what has been agreed, as I already mentioned, this agreement covers the Island Interconnected System only, and there are some issues with respect to rural rates which would apply for	7 8 9 10 11	proposal. So the cost of service methodology with respect to the expected supply scenario has also been agreed to, and that particular agreement is listed out in Sections 14 to 19. The next section of the agreement deals
8 9 10 11 12	So first with respect to what has been agreed, as I already mentioned, this agreement covers the Island Interconnected System only, and there are some issues with respect to rural rates which would apply for Labrador as well.	7 8 9 10 11 12	proposal. So the cost of service methodology with respect to the expected supply scenario has also been agreed to, and that particular agreement is listed out in Sections 14 to 19. The next section of the agreement deals with the 2018 revenue deficiency or excess,
8 9 10 11 12 13	So first with respect to what has been agreed, as I already mentioned, this agreement covers the Island Interconnected System only, and there are some issues with respect to rural rates which would apply for Labrador as well. The first area where agreement was	7 8 9 10 11 12 13	proposal. So the cost of service methodology with respect to the expected supply scenario has also been agreed to, and that particular agreement is listed out in Sections 14 to 19. The next section of the agreement deals with the 2018 revenue deficiency or excess, and it has been agreed that whatever the
8 9 10 11 12 13 14	So first with respect to what has been agreed, as I already mentioned, this agreement covers the Island Interconnected System only, and there are some issues with respect to rural rates which would apply for Labrador as well. The first area where agreement was reached was with respect to the cost of	7 8 9 10 11 12 13 14	proposal. So the cost of service methodology with respect to the expected supply scenario has also been agreed to, and that particular agreement is listed out in Sections 14 to 19. The next section of the agreement deals with the 2018 revenue deficiency or excess, and it has been agreed that whatever the Board agrees and sets as the final 2018
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8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	So first with respect to what has been agreed, as I already mentioned, this agreement covers the Island Interconnected System only, and there are some issues with respect to rural rates which would apply for Labrador as well. The first area where agreement was reached was with respect to the cost of service methodology. All cost of service methodology issues have now been agreed to by the parties, and that's set out in Section 7 of the settlement agreement. As well, the pilot agreement with Corner Brook Pulp and Paper Limited has agreed to be extended, and, of course, like all the cost of service issues, this will be reviewed	7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	proposal. So the cost of service methodology with respect to the expected supply scenario has also been agreed to, and that particular agreement is listed out in Sections 14 to 19. The next section of the agreement deals with the 2018 revenue deficiency or excess, and it has been agreed that whatever the Board agrees and sets as the final 2018 revenue requirement, how the deficiency or any excess would be allocated and dealt with. Section 22 deals with capacity assistance agreements and this reflects the fact that since the original filing by Hydro, Hydro has not renewed three of these capacity assistance agreements, which will

Page 5 Page 7 1 The last general section provides that 1 of the Public Utilities Act, there's a 2 2 because all of the cost of service issues mechanism whereby the Public Utilities 3 3 have been settled, it will not be necessary Board's jurisdiction can be restricted by 4 for the parties to call their individual 4 orders of the Lieutenant Governor in 5 expert with respect to those issues, and, of 5 Council. There are orders in existence here 6 course, the settlement agreement only covers 6 pertaining to a lot of these matters. We've 7 the issues that are specifically addressed 7 raised this issue initially by way of a 8 8 in the agreement, it does not affect the preliminary motion and the Board has 9 rights of the parties with respect to those 9 deferred a ruling on that until such time as 10 issues in any future proceeding, nor does it 10 additional evidence is called. So within affect any other matters having been that context, we've signed the settlement 11 11 12 settled. 12 agreement. Thank you. 13 So that's a very high level summary of CHAIR: 13 the agreement, and I understand that Mr. 14 14 O. Thank you, Mr. Browne. Certainly on behalf 15 Young from Hydro wishes to also speak very 15 of the Board and the panel, we extend our briefly to the implications of the appreciation to the parties, their counsel, 16 16 17 settlement agreement. 17 and experts as well, in arriving at the supplemental settlement agreements. It's, 18 MR. YOUNG: 18 19 Thank you, Ms. Greene. Madam Chair, Hydro 19 as Mr. Young alluded to, in the interest of Q. 20 regulatory efficiency and the pending month is very pleased and is very grateful for the 20 21 parties and their cooperation in reaching 21 of August replaced. Thank you. Hydro, are 22 the second settlement agreement. Settlement 22 you ready to present your witness – witness 23 agreements and GRAs are always a good thing 23 panel, I should say. 24 for regulatory efficiency. They're 24 MR. TEMPLETON: 25 particularly sweet in the summertime, may 25 O. Thank you, Madam Chair. This morning Hydro Page 8 Page 6 1 1 shorten the hearing. is prepared to proceed with its next series 2 2 of witnesses, the technical panel. So just There is, obviously, more information 3 to come in order for this to be properly 3 by way of direct, I'd just ask each of the 4 addressed to the Board. So Hydro is 4 panel members to state their full name for 5 5 proposing and intends to file, hopefully by the record and their positions with Hydro, 6 the end of this week, some additional perhaps starting, Ms. Williams, with you. 6 7 evidence indicating the rate impacts flowing 7 MS. WILLIAMS: 8 out of this and the changed cost of service 8 Sure. Jennifer Williams, and my role is VP 9 issues from it and the expected supply 9 Production. scenario methodology that's going to be used 10 10 MR. LEBLANC: for that. The intent is to follow-up by the Ron LeBlanc, Vice President, Transmission 11 11 end of this week for sure because I think Distribution and the NLSO. 12 12 it's important that that information is 13 13 MR. GARDINER: 14 available to the parties and the Board 14 A. Terry Gardiner. I'm the VP for Engineering 15 before Mr. Fagan takes the stand to explain Services for Hydro. 15 16 any questions or answers to any questions 16 CHAIR: that may arise from it. 17 Okay. I guess, we'll swear the witnesses 17 O. CHAIR: first, and then I'll turn it back to you. 18 18 19 Q. Thank you. Does anyone else have any 19 MR. TEMPLETON: 20 comments they wish to make? 20 O. Yes, that's fine, and my understanding. Madam Chair, is that Ms. Williams and Mr. 21 BROWNE, Q.C.: 21 Gardiner would prefer to swear oaths, and 22 Yes. Just for the record, we're all aware 22 Q. 23 of the issues pertaining to the Board's 23 Mr. LeBlanc an affirmation. 24 jurisdiction in reference to much of what's 24 CHAIR:

25

Q.

transpiring here because under Section 4.1

25

Okay, we'll start with you, Mr. Gardiner.

Page 9 Page 11 1 Put the Bible in your right hand, please. 1 area, as well as out as far as Clarenville 2 2 Mr. Gardiner, do you swear that the evidence for a period of time. 3 3 to be given by you shall be the truth, the I was then moved laterally to the whole truth, and nothing but the truth, so 4 4 position of Superintendent Generation, and 5 5 that looked after the various hydro plants help you God? 6 MR. GARDINER: 6 that Newfoundland Power has, as well as 7 7 I do their diesel and gas turbines that they 8 8 CHAIR: have. 9 9 In 2011, I took a position with the St. Q. Mr. LeBlanc, do you affirm that the evidence 10 to be given by you shall be the truth, the 10 John's International Airport Authority. whole truth, and nothing but the truth? They were, as everyone probably saw in the 11 11 MR. LEBLANC: media recently, undertaking and have now 12 12 taken the first phase of major construction. I do. 13 13 A. 14 CHAIR: 14 So for a civil engineer, that was very 15 Q. And Ms. Williams, do you swear that the 15 interesting, so I went over there for a few evidence to be given by you shall be the years and supervised technical and trade 16 16 17 truth, the whole truth, and nothing but the staff, and in the management of the 17 18 truth so help you God? 18 facilities that they have. 19 MS. WILLIAMS: 19 After a few years there, I took a 20 20 I do. position at Hydro as the Manager of Α. 21 CHAIR: 21 Regulatory Engineering, and the role there 22 was to be really a technical liaison between 0. Thank you very much, panel. Back to you, 22 23 23 the Board and with Hydro, so would look Mr. Templeton. after the capital budget submittal and 24 MR. TERRY GARDINER (SWORN) 24 25 MR. RON LEBLANC (AFFIRMED) 25 creation. I did have a fair bit of Page 12 Page 10 1 MS. JENNIFER WILLIAMS (SWORN) 1 involvement in the Prudence Review that 2 2 EXAMINATION-IN-CHIEF BY MR. TEMPLETON: commenced after the outages of 2013 and 2014, and certainly the outage in 2015. 3 Ms. Williams, perhaps we can start with you. 3 Q. Can you just briefly profile for us your In 2016, I was promoted into the role 4 4 5 credentials and your work history leading to 5 of General Manager for Hydraulic Plants, your current position with Hydro? 6 and, obviously, that includes Baie d'Espoir, 6 7 MS. WILLIAMS: 7 Cat Arm, Hynes Lake, all those type 8 8 Sure. I graduated with a Degree in Civil facilities. 9 Engineering from MUN in 1998. I commenced 9 Then shortly after that, moved into the work with Newfoundland Power just right out 10 10 role of VP Production. So in addition to of school, starting with Rose Blanche small the hydraulic plants, then had to take on 11 11 hydro plant on the south west coast of the responsibility as well of the thermal 12 12 Newfoundland construction. facilities, so Holyrood, the gas turbines, 13 13 also responsible for resource and production 14 After that was completed, I had some 14 15 other civil engineering type work there, dam 15 planning, which is adequacy of supply on the 16 safety, other projects, and then moved into 16 island and economic purchases that we're 17 the distribution side of the company, the 17 currently undertaking, those sorts of 18 poles and the wires. For example, I was aspects. So that brings you up to date. 18 19 involved in various insulator projects, 19 MR. TEMPLETON: 20 Water Street underground projects. So I was 20 0. Thank you very much. Mr. LeBlanc, can you 21 working out of the regional office. similarly profile your work experience and 21 your credentials for the record? 22 Then I moved into the superintendent of 22 23 that role, and, I guess, the people that 23 MR. LEBLANC: 24 were looking after those facilities. That 24 Okay. I received by Bachelor of Electrical A. included responsibility for the St. John's Engineering, 1987, from Technical University 25 25

at that time.

Page 13 of Nova Scotia, now Dalhousie. It doesn't exist any more. After graduation, I started with Nova Scotia Power and it initially started there – they have an EIT Program, you spend your first two years just working a couple of months in every department, and then my first position after that was a distribution development engineer, so for distribution planning, load flows, distribution studies.

Then in 1990, I moved to PEI and obtained a position with Maritime Electric as a staff engineer in the engineering department. Over the next ten years up to 2000, I worked in various roles within the engineering department, becoming Supervisor of Distribution Engineering, and Supervisor of Transmission and Distribution, and also in that time frame, I did - as Maritime Electric is owned by Fortis, we had obtained some hydro electric plants in upstate New York, and I was tasked with managing them while working at Maritime Electric. So I sort of had 50 percent in each role.

Then in 2000, with the open access in getting into the new world of things and

1 brings me up to date.

2 MR. TEMPLETON:

Q. Thank you very much, Mr. LeBlanc. Mr.
 Gardiner, if you could similarly –

Page 15

Page 16

MR. LEBLANC:

Yes, Mr. Templeton, thank you very much. I A. graduated MUN Engineering in 1987 with a Civil Engineering Degree, and at that time in June, I joined as a transmission design engineer in the transmission group with Newfoundland and Labrador Hydro. I was trained as a transmission engineer. We were responsible for building transmission lines and providing engineering support around transmission and distribution to Hydro.

In 2009, I was fortunate enough, I was appointed Manager of the group in T & D. Similar responsibilities, but a broader scope in terms of we looked at not only distribution and the standards that we had to do.

In 2013, we formed - the engineering services group and became project execution and technical services, and I took on a broader role, an expanded role, as I became

Page 14

deregulation, I was moved into the energy control

centre at Maritime Electric to prepare Maritime Electric for open access. So in that position,

it was getting our energy control centre ready

for interactions, tagging, and scheduling energy

across the interface with New Brunswick.

Then after several years, that was expanded to include the production facilities, so their thermal and diesel generation.

Then there was the development of our open access transmission tariff, so I was instrumental in that. Then my final project before leaving was to expand our interconnection with New Brunswick Power with the addition of two additional submarine cables joining the two systems.

Then in April of last year, I moved to
Newfoundland and took on the role that I'm
currently in, Vice President of T & D, and NLSO
or the Newfoundland and Labrador System Operator.
In that, I'm responsible for the NLSO, which
includes the energy control centre, transmission
tariff, integrating with the North American grid,
and on the T & D side, it's the wires aspect of
the business, including terminal stations. This

Manager of Engineering and Project Services during that time. So I was responsible for the technical engineering that was being provided to Hydro, and all the project services, such as drafting surveys, lands,

In March of 2016, I was fortunate enough to be appointed Vice President of Transmission. As part of Hydro's new mandate, there was a President that was appointed in 2015 in November, and as part of that executive team in March of 2016, I was appointed Vice President of Transmission.

In April of that same year, there was a new CEO that came, and there was a mandate at that time to separate the regulated versus the non-regulated assets of Hydro, and there was a new President in June appointed. That was Mr. Haynes, which I believe has already testified here today, and as part of that executive team that Mr. Haynes put together, I accepted the position of Engineering Vice President, which is the role that I hold today in Hydro, and the

Page 19 1 executive team did a search and was fortunate enough to have Mr. LeBlanc come on board as T & D Ni SO Vice President. So that brings me up to adde as to my rote today as Vice President of Engineering Services (a within Hydro. Thank you. 7 (9:30 a.m.) 8 MR. TEMPLETON: 9 Q. Thank you very much. Panelists and Madam 10 Chair, that concludes our introduction of 11 these wincesses by wade relinquish to our 12 learned friends. 13 Learnington, and we relinquish to our 13 learned friends. 14 CITAR: 15 Q. Thank you. Mr. Browne. 16 CROSS-EXAMINATION BY BROWNE, Q.C.: 17 Q. Thank you, Mr. Browne. 18 Ljust want to follow up just a little bit in terms of Mr. Templeton's introduction on some of your roles, that sort of thing, to 20 get some background. I wonder if we could 2 bring up Exhibit 2, Volume 2, of the 22 evidence. That's the organizational responsibility chart. If we could 3 responsibility chart. If we could 4 since 2016? 5 MS. WILLIAMS: 1 Sec all of your positions on this larger 2 page here. Ms. Williams, you're VP of 3 Production and you've been in that position 4 since 2016? 5 MS. WILLIAMS: 1 A. Yes. 1 RowNE, Q.C.: 8 Q. Fall of 2016, okay, and you report directly to the President of Hydro? 10 MS. WILLIAMS: 10 CORCE, CALL AND
2
board as T & D NLSO Vice President. So that brings me up to date as to my role today as Vice President of Engineering Services within Hydro. Thank you. 7 (9:30 a.m.) 8 MR TEMPLETON: 9 Q. Thank you very much. Panelists and Madam Chair, that concludes our introduction of these witnesses by way of direct examination, and we relinquish to our last earned friends. 12 examination, and we relinquish to our last earned friends. 14 CHAIR: 15 Q. Thank you. Mr. Browne. 16 CROSS-EXAMINATION BY BROWNE, Q.C.: 17 Q. Thank you, Madam Chair, Good morning, folks. 18 I just want to follow up just a little bit in terms of Mr. Templeton's introduction on 20 some of your roles, that sort of thing, to get some background. I wonder if we could 21 get some background. I wonder if we could 22 eresponsibility chart. If we could go to 25 Schedule I, Page I, of that, I think. We 25 MS. WILLIAMS: 4. Correct, fall of 2016. 7 BROWNE, Q.C.: 17 MS. WILLIAMS: 5 MS. WILLIAMS: 1 See all of 2016, okay, and you report directly 9 to the President of Hydro? 18 MS. WILLIAMS: 10 Linkans: 1 Hydro since we were here last in April. Are been any organizational changes within 15 Hydro since we were here last in April. Are been any organizational changes within 16 Hydro's since we were here last in April. Are been any organizational changes within 17 been any organizational changes within 18 Mg. WILLIAMS: 10 MS. WILLIAMS: 11 My was accountability for operating and with regards to capital, the group, the people within my teams would identify the capital and work with Mr.
5 Vice President of Engineering Services vilhin Hydro. Thank you. 7 (9:30 a.m.) 8 MR TEMPLETON: 9 Q. Thank you very much. Panclists and Madam 10 Chair, that concludes our introduction of these witnesses by way of direct-examination, and we relinquish to our 13 learned friends. 14 CHAIR: 15 Q. Thank you, Mr. Browne. 16 CROSS-EXAMINATION BY BROWNE, Q.C.: 17 Q. Thank you, Madam Chair. Good morning, folks. 18 I just want to follow up just a little bit 19 in terms of Mr. Templeton's introduction on 20 some of your roles, that sort of thing, to 21 get some background. I wonder if we could 22 bring up Exhibit 2, Volume 2, of the 23 evidence. That's the organizational changes within 4 since 2016? 5 MS. WILLIAMS: 6 A. Correct, fall of 2016. 7 RBROWNE, Q.C.: 10 Rowner, and I understand there may have been some organizational changes within 15 Hydro since we were here last in April. Are you aware of anything like that? Have there 17 been any organizational changes within your department? 19 MS. WILLIAMS: 10 Q. Okay, And does that include operating and were three direct reports. I wonder if we could 3 bROWNE, Q.C.: 17 Q. Okay. And each one of those have a number of direct reports and there's been no changes along that lines in your organizations since April? MS. WILLIAMS: 11 Q. Okay. And each one of those have a number of direct reports and there's been no changes along that lines in your organization since April? MR. O'BRIEN: 18 Q. Okay. I understand that you are able to speak to generation and production costs today? 19 MS. WILLIAMS: 11 A. Yes. 12 BROWNE, Q.C.: 12 MR. O'BRIEN: 13 Q. Okay. And ose that include operating and each one of those have a number of direct reports and there's been no changes along that lines in your organization? 19 MS. WILLIAMS: 11 A. Correct, fall of 2016. 19 Production and you've been in that position since April? 19 MS. WILLIAMS: 11 A. Yes.
Social President of Engineering Services within Hydro. Thank you. (200 a.m.) (200 a.m.
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21 BROWNE, Q.C.: 21 budget and most of the time, Mr. Gardiner's
22 Q. Okay. Any changes in terms of instructions 22 group would execute the capital, but it
23 or measures put in place for cost savings, 23 would certainly have significant involvement
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25 know of? 25 MR. O'BRIEN:

NL Hydro 2017 GRA

July 16, 2018 Page 21 Page 23 1 0. So, for the operating costs, say for the 1 transactions that happen between those two test years, 2018-2019 test years, would you 2 2 juris – those jurisdictions. have been involved in preparing those costs? 3 MR. O'BRIEN: 3 4 4 MS. WILLIAMS: And in terms of your involvement personally, Q. 5 5 do you focus more on one – on transmission Correct, yes. A. MR. O'BRIEN: and distribution or more on the NLSO? 6 6 7 7 And if we go back to page one again there, MR LEBLANC: 8 8 just want to – with respect to Mr. LeBlanc, Probably the last year – I've only been here so you're their VP Transmission, a year, so it's been my main focus was more 9 9 10 Distribution and NLSO? 10 on the NLSO with the coming of the Maritime Link and the Labrador Island Link. 11 MR. LEBLANC: 11 12 MR. O'BRIEN: 12 That's correct. Α. MR. O'BRIEN: 13 Okay. And so, in terms of transmission and 13 Q. distribution, you would rely more – or you 14 0. And if we go to page nine of this document, 14 15 we'll see your area. Yeah, okay. So, 15 have relied heavily on your general you've got four direct reports? Is that managers, I take it? 16 16 right? 17 MR. LEBLANC: 17 18 MR. LEBLANC: 18 A. That's correct. 19 19 MR. O'BRIEN: That's correct. A. 20 MR. O'BRIEN: 20 Okay. And are you able to speak to costs in 21 Okay. Has there been any change in terms of 21 each of those divisions for transmission, Q. 22 - since April, in terms of your departments, distribution and NLSO? 22 23 any major changes that happened since April? 23 MR. LEBLANC: MR. LEBLANC: 24 24 A. Yes 25 A. No, there haven't. 25 MR. O'BRIEN: Page 22 Page 24 MR. O'BRIEN: 1 1 Q. And would you have sponsored those costs for 2 2 the 2018 and 2019 test year or been involved Q. Okay. And you report directly to the 3 president of Hydro as well? 3 in preparing them, I should ask? MR. LEBLANC: MR. LEBLANC: 4 4 5 That's correct. 5 No. Those costs were prepared before I joined Hydro. 6 MR. O'BRIEN: 6 7 And I wonder if you could give us an 7 MR. O'BRIEN: Q. 8 overview of your duties and your role, just 8 Can you tell me who prepared those? 9 briefly? 9 MR. LEBLANC: MR. LEBLANC: 10 10 No, I can't. Α. The areas under me are T&D, which is the MR. O'BRIEN: 11 11 wires portion division of the business which 12 12 Q. Can you give me an undertaking to look into also includes the terminal stations. So, 13 13 that? again, we look after the O&M of the MR. LEBLANC: 14 14 transmission, distribution system, as well 15 I'm assuming – yes. 15 A. 16 as the terminal station, so the maintenance, 16 (9:37 a.m.) the repair, the inspections, just make sure MS. GLYNN: 17 17 it is fully functional. Then with the NLSO, We'll note that on the record. Thank you. 18 18 which is similar to what the Energy Control 19 19 MR. O'BRIEN: Centre was, but we've expanded the role to 20 20 And if we could go back to page one of this document? Okay. Mr. Gardiner, you're here become the system operator for all of the 21 21 province. As well as we are now responsible Vice President of Engineering Services and 22 22 23 to look after the interconnections with our 23 you're there in that position since when?

24

25

MR. GARDINER:

Since August of '16.

neighbouring provinces, Nova Scotia and

Hydro Quebec that will come, and any

24

25

Page 25 1 MR. O'BRIEN: 1 you tell me, since April, has there been any 2 2 Since August, was it? Okay. major changes in your – in Engineering Q. Services that we should know about? 3 MR. GARDINER: 3 4 Yeah, that's when I was appointed vice 4 MR. GARDINER: 5 president of engineering services. 5 When you say April, do you mean since the A. MR. O'BRIEN: last rate hearing? Is that what you mean? 6 6 7 7 MR. O'BRIEN: And between August of 2016 and when Mr. 8 LeBlanc came, which was in 2017, is that 8 Yeah, since we were here in April. I'm 9 right, Mr. LeBlanc? 9 wondering if there's been any changes. 10 MR. LEBLANC: 10 MR. GARDINER: No, there has not been. 11 A. Yes. 11 Α. 12 MR. GARDINER: 12 MR. O'BRIEN: Yes, that's right. Do you know of any changes, major changes 13 13 14 MR. O'BRIEN: 14 since the rate case was filed in Engineering 15 So, between that period, who was responsible 15 Services? Q. for transition – sorry, transmission and -MR. GARDINER: 16 16 MR. GARDINER: 17 No, there has not been. That sheet is 17 A. I was. Mr. Haynes asked me to fill both accurate as it was filed in the evidence. 18 A. 18 19 19 MR. O'BRIEN: roles. 20 20 MR. O'BRIEN: Okay. I want to just ask each of you sort O. 21 Okay. 21 of some comments about the budgeting process Q. 22 and your involvement with that. Ms. Dalley 22 MR. GARDINER: 23 23 talked about some guidelines and we have And between myself and Mr. Haynes, we did 24 some budget guidelines that are on the 24 that, yes. 25 MR. O'BRIEN: 25 record. Are you each involved in setting Page 26 Page 28 1 Q. Maybe you can answer the undertaking. Would 1 the annual budgets for your departments? 2 you have been – would you have prepared the 2 MS. WILLIAMS: 3 2018 and 2019 test year costs for that 3 Yes. A. MR. GARDINER: 4 department? 4 5 MR. GARDINER: 5 A. Yes 6 It would have been – the test year costs A. 6 MR. O'BRIEN: 7 would have followed the budget instructions, 7 Q. And Mr. LeBlanc, yes? 8 through the normal process, and I would have 8 MR. LEBLANC: 9 seen them, but we'll get an undertaking to 9 A. Yes. tell you exactly how they were prepared, MR. O'BRIEN: 10 10 absolutely. 11 Okay. And so there's – we've seen on the 11 12 record there's budget guidelines, written 12 MR. O'BRIEN: And are you able to speak to the costs in budget guidelines. Are those what you 13 13 your department? follow when you prepare your budgets? 14 14 15 MS. WILLIAMS: 15 MR. GARDINER: 16 I am. Yes, I am, absolutely. 16 A. Yes. A. MR. O'BRIEN: MR. LEBLANC: 17 17 And so, I wonder if we could go to page 19 18 18 Yes. 19 here? Okay. So, that's an overview of 19 MR. GARDINER: 20 Engineering Services. 20 A. Yes. 21 MR. GARDINER: 21 MR. O'BRIEN: 22 That's correct. 22 Okay. And are you given any different A. O. 23 MR. O'BRIEN: 23 instructions or verbal instructions when 24 Or part of it anyway, I guess, because we've 24 preparing budgets? How does that process Ο. got some more on the bottom there. But can go? Do you – is it just you're given the 25 25

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	Page 29		Page 31
1	written instructions or do you have meetings	1	came into your roles in 2016, would you have
2	to prepare with verbal instructions as to	2	been responsible for managing that budget
3	how to prepare your budgets?	3	that was already in place?
4	MR. GARDINER:	4	MS. WILLIAMS:
5	A. Yes, we do, we follow the budget guidelines.	5	A. Correct.
6	MR. O'BRIEN:	6	MR. GARDINER:
1 7	Q. Yeah.	7	A. Yes, that's correct.
8	MR. GARDINER:	8	MR. LEBLANC:
9	A. And you know, we continue to look at our	9	A. Not applicable.
10	structure, that it's right, and then I know	10	MR. O'BRIEN:
11	from – during the budgeting process, we	11	Q. And not you, Mr. LeBlanc?
12	would get together as an executive team and	12	MR. LEBLANC:
13	review the budgets to ensure that they were	13	A. No.
14	the right budgets.	14	MR. O'BRIEN:
15	MR. O'BRIEN:	15	Q. So, in 2016, we've heard some evidence and
16	Q. And for say 2016, were any of you involved	16	there's been evidence filed about some
17	in preparing budgets for your present	17	targeted reductions and some focus on some
18	positions, I guess, for the 2016 budget?	18	targeted reductions in 2016. When you came
19	None of you were in your roles -	19	into your role, Ms. Williams, did you
20	MS. WILLIAMS:	20	receive any instruction as to what sorts of
21	A. No.	21	reductions you were to focus on when
22	MR. LEBLANC:	22	managing?
23	A. No.	23	MS. WILLIAMS:
24	MR. GARDINER:	24	A. So, I was in the role later in 2016, but
25	A. No.	25	certainly was aware in the company what was
<u>-</u> -	Page 30		Page 32
1	MR. O'BRIEN:	1	trying to be accomplished with regards to
2	Q in 2016, so I presume nobody was involved	2	the cost control and I believe PUB-NLH-54
$\frac{2}{3}$	in preparing those budgets.	3	describes, you know, what was – why we
4	MS. WILLIAMS:	4	underwent the cost challenge of 2016 and why
5	A. Not for the 2016 budget.	5	we felt it couldn't be sustained and if you
$\begin{array}{ c c c c c c c c c c c c c c c c c c c$	MR. GARDINER:	6	- so, when I came in in say the fall, it was
7	A. Not the 2016.	7	well underway, you know, what was being
8	MR. O'BRIEN:	8	achieved and we were heavy into the
9	Q. Okay. So, when you came into your role, Ms.	9	maintenance season where a lot of the
10	Williams, the 2016 budget had already been	10	decision making would have been already
11	prepared?	11	completed on what was going to be done
12	MS. WILLIAMS:	12	before the end of the year. So, it was
13	A. Correct.	13	really about that time, getting – completing
14	MR. O'BRIEN:	14	it, certainly in the generation, the
15		15	· -
16	Q. And same for you, Mr. Gardiner? MR. GARDINER:	16	production, sorry, the hydraulic group. So, I think the direction at that time that I
17	A. Yeah, and overall.	17	would have received was, you know, kind of
18	MR. O'BRIEN:	18	keep going with the work that had been done.
19	Q. And in fact, when you came into your role,	19	MR. O'BRIEN:
20	Mr. LeBlanc, the 2017 budget would have been	l	Q. And who would have given you that direction?
20 21	prepared already?	20	MS. WILLIAMS:
$\begin{vmatrix} 21\\22\end{vmatrix}$	MR. LEBLANC:	22	A. Well, we would be attending monthly meetings
23	A. That's correct.	23	to, you know, review the costs and you would
1			, ,
174	MR O'BRIEN.	1 24	he hearing that same message in our monthly
24 25	MR. O'BRIEN: Q. Okay. And say for the 2016 budget, when you	24 25	be hearing that same message in our monthly meetings.

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1	MR. O'BRIEN:	1	MS. WILLIAMS:
2	Q. Okay. And you mentioned PUB-54. I wonder	2	A. Yeah.
3	if we could bring that up, Attachment 1. We	3	MR. GARDINER:
4	mentioned there's a number of reductions	4	A. I think that each month we would get
5	that were talked about in PUB-54. Now,	5	together and we would talk about the cost
6	there's a document here that's been filed	6	challenge, as we called it, and we would
7	that shows some variance between targeted	7	review each of the groups and those meetings
8	reductions and actual reductions. Is that a	8	continue today. And if you go back – I say
9	document you saw back in 2016 or 2017? Have	9	up, but down, just scroll to the answer.
10	you seen this document before?	10	MR. O'BRIEN:
11	MS. WILLIAMS:	11	Q. Scroll up to 54.
12	A. I would have seen, you know, variations of	12	MR. GARDINER:
13	it because obviously this was prepared in	13	A. Yeah, thank you. I think that it's
14	this exact format for this process, but you	14	important that some of the things that we
15	know, variations of it would have been	15	did do and you know, you'll see – we'll talk
16	presented throughout the year.	16	about it later is if we could go up to
17	MR. O'BRIEN:	17	the verbiage please, Caryn?
18		18	MR. O'BRIEN:
19	Q. So, when you came into your position say, would you have seen a document that showed	19	
20	you what the targeted reduction was in each	20	Q. Sure, yeah. MR. GARDINER:
21	5	21	
1	of the operating cost areas?	21 22	A. We talked about mandatory training only. We
22	(9:45 a.m.)		talked about conferences and related work.
23	MS. WILLIAMS:	23	Non-critical work was put on hold. We
24	A. I think we would have had some sense of what	24	talked about reducing travel to a very
25	the targeted reductions were and – but the	25	minimum. We talked about, you know,
١.,	Page 34		Page 36
1	targeted reductions intended sometimes	1	reducing costs in all possible areas. We
2	materialize and sometimes we find the	2	had aggressive management of all hiring to
3	savings elsewhere as you go through the	3	the point that we probably didn't hire in
4	year.	4	'16 some of the positions that we should
5	MR. O'BRIEN:	5	have. I think that it's important that – I
6	Q. And we do see that there's a variance	6	was here in '15 as a manager and into '16 as
7	between target and actual. So, I'm	7	a manager – that we filed our budget in '15
8	wondering was it a – did you see something	8	and I believe in '15, subject to check, I
9	like this on a monthly basis?	9	believe we had 154 million dollars and I
10	MR. GARDINER:	10	think that it became very obvious that we
11	A. We did.	11	needed to step back and aggressively manage
12	MR. O'BRIEN:	12	the budget and the response to that in '16
13	Q. Going forward to see where you are -	13	is that we did these things. We probably
14	MR. GARDINER:	14	went a bit too far. As Ms. Dalley said in
15	A. We did.	15	her testimony, the pendulum probably swung
16	MR. O'BRIEN:	16	too far and we believe that going forward in
17	Q in line with – you did?	17	'18 and '19 that we do have the costs that
18	MR. GARDINER:	18	we should have to run the business. So, it
19	A. We did.	19	was a result of, you know, focus. Regular
20	MS. WILLIAMS:	20	meetings were held at the senior levels with
1 40			· · · · · · · · · · · · · · · · · · ·
21	A. Yeah.	21	all parties involved to ensure, you know,
1		21 22	*
21	A. Yeah. MR. O'BRIEN:		all parties involved to ensure, you know, that we met this 2016 cost reduction target. MR. O'BRIEN:
21 22	A. Yeah.MR. O'BRIEN:Q. Okay. Just to see where you were in line	22 23	that we met this 2016 cost reduction target. MR. O'BRIEN:
21 22 23	A. Yeah. MR. O'BRIEN:	22	that we met this 2016 cost reduction target.

Page 37 1 1 1 1 1 1 1 1 1	July 1	6, 2018		NL Hydro 2017 GRA
2 mK, GARDINER: 3 MR, GARDINER: 4 A. I would think, yes. They wanted to see — yes, we wanted to stand down on travel, for 6 example, conferences. I mean, I know particularly with engineering. I mean, without having, you know, the proper training for our people and people development, I mean, you know, for one year, lit if sprobably sustainable, but to continue that is not something that would benefit the utility going forward, in my opinion. 14 MR, O'BRIEN: 5 Q. So, what instructions, if any, were you given around that time in terms of looking for long term efficiency measures or cost reduction measures? 10 given around that time in terms of looking for long term efficiency measures or cost reduction measures? 11 reduction measures? 12 AMR, GARDINER: 13 Q. So, at that time, there were no instructions from – to you folks to just look for short-term measures right now. It was to see what term? 14 MR, O'BRIEN: 15 Q. So, at many the proper training for our people and people development, I mean, you know, for one year, lit is sprobably sustainable, and so then we said that time in terms of looking for long term efficiency measures or cost reduction measures? 16 given around that time in terms of looking for long term efficiency measures or cost reduction measures? 18 reduction measures? 19 MR, GARDINER: 20 A. Each of the cost reductions, they were done with that in mind, to see what could be sustainable as we go forward into '17, '18 and '19, you know, what—you know, one of the things that came out in '16 was the gating process. We talked about it earlier. 21 sorry, but. 22 Sorry, but. 3 MR, O'BRIEN: 4 Q. Yeah, no, I understand. 5 MR, GARDINER: 6 A was looked at, whether it was a retirement or resignation. Each FTE was looked at and scrutinized to do. 7 I think, hat we are mandated to do. 8 MR, GARDINER: 14 MR, O'BRIEN: 15 Q. So, if I'm hearing you, the intention was to look for long-term efficiency measures that were that were resignation. Each FTE was looked at and scrutinized to do. 16 MR, GARDINER: 17 MR, O'B		Page 37		Page 39
3 MR, GARDINER: 4 A. I would think, yes. They wanted to see— 5 yes, we wanted to stand down on travel, for 6 example, conferences. I mean, I know 7 particularly with engineering, I mean, 8 without having, you know, the proper 9 training for our people and people 10 development, I mean, you know, for one year, 11 it's probably sustainable, but to continue 12 that is not something that would benefit the 13 utility going forward, in my opinion. 14 MR O'BRIEN: 15 Q. So, what instructions, if any, were you 16 given around that time in terms of looking 17 for long term efficiency measures or cost 18 reduction measures? 19 MIK GARDINER: 20 A. Each of the cost reductions, they were done 21 with that in mind, to see what could be 22 sustainable as we go forward into '17, '18 23 and '19, you know, what – you know, one of 24 the things that came out in '16 was the 25 gating process. We talked about it earlier. 25 MR, O'BRIEN: 26 A was looked at, whether it was a retirement 27 or resignation. Each FTE was looked at at 28 the gating session to see how we could 29 either, you know, combine it, eliminate it, 10 if it had to be filled or not, and the 11 executive would sit each month to look at 12 those positions. So, every position that 13 became vacant was looked at and the sexecutive would sit each month to look at 14 the gating session to see how we could 15 to deliver the service that we are mandated 16 to do. 17 MR, O'BRIEN: 18 Q. So, if 'I'm bearing you, the intention was to 19 look for long-term reductions. The question 20 is whether or not ultimately they became 21 sustainable? Is that fair? 22 MS, WILLIAMS: 23 A. Correct. 24 MR GARDINER: 25 A. Correct, yeah. I think that's a fair 26 A. Correct, 27 MR, GARDINER: 28 A. Correct, 29 MR, GARDINER: 29 A. Correct, yeah. I think that's a fair 20 A. Carect, 21 MR, GARDINER: 22 MR, GARDINER: 23 A. Correct, 24 MR O'BRIEN: 25 A. Correct, yeah. I think that's a fair	1	targeted were meant to be short-term	1	statement.
4 A. I would think, yes. They wanted to see— 5 yes, we wanted to stand down on travel, for 6 example, conferences. I mean, I know 7 particularly with engineering. I mean, 8 without having, you know, the proper 10 development, I mean, you know, for one year, 11 it's probably sustainable, but to continue 12 that is not something that would benefit the 13 utility going forward, in my opinion. 14 MR. O'BRIEN: 15 Q. So, what instructions, if any, were you 16 given around that time in terms of looking 17 for long term efficiency measures or cost 18 reduction measures? 19 MR. GARDINER: 20 A. Each of the cost reductions, they were done 21 with that in mind, to see what could be 22 sustainable as we go forward into '17, '18 23 and '19, you know, what - you know, one of 24 the things that came out in '16 was the 25 gating process. We talked about it earlier. 2 Where each job or FTE—that's a HR term, 2 sorry, but - 3 MR. O'BRIEN: 4 Q. Yeah, no, I understand. 5 MR. G'ARDINER: 4 Q. Yeah, no, I understand. 5 MR. G'ARDINER: 6 A was looked at, whether it was a retirement 7 or resignation. Each FTE was looked at at 8 the gating session to see how we could 9 either, you know, combine it, eliminate it, 10 if it had to be filled or not, and the 11 executive would sit each month to look at 12 those positions. So, every position that 13 became vacant was looked at and scrutinized to 14 to make sure that it was required in order 15 to deliver the service that we are mandated 16 to make sure that it was required in order 17 to make sure that it was required in order 18 to deliver the service that we are mandated 19 to make sure that it was required in order 10 to deliver the service that we are mandated 11 to make sure that it was required in order 12 to deliver the service that we are mandated 13 to make sure that it was required in order 14 to look for long-term reductions. The question 15 limited that it was required in order 16 to deliver the service that we are mandated 17 to look for long-term reductions. The question 18 f	2	reductions?	2	MR. O'BRIEN:
4 A. I would think, yes. They wanted to see—yes, we wanted to stand down on travel, for example, conferences. I mean, I know particularly with engineering, I mean, without having, you know, the proper training for our people and people development, I mean, you know, for one year, it is probably sustainable, but to continue that is not something that would benefit the utility going forward, in my opinion. 14 MR. O'BRIEN: 15 Q. So, what instructions, if any, were you given around that time in terms of looking for long term efficiency measures or cost reduction measures? 18 reduction measures? 20 A. Each of the cost reductions, they were done with that in mind, to see what could be sustainable as we go forward into '17, '18 and '19, you know, what-you know, one of 24 the things that came out in '16 was the gating process. We talked about it earlier. 21 Where each job or FTE—that's a HR term, sorry, but- 23 MR. O'BRIEN: 24 Q. Yeah, no, I understand. 35 MR. GARDINER: 4 Q. Yeah, no, I understand. 4 Where each job or FTE that's a HR term, sorry, but- 3 MR. O'BRIEN: 4 Q. Yeah, no, I understand. 5 MR. O'BRIEN: 4 Q. Yeah, no, I understand. 5 MR. O'BRIEN: 5 A. Where each job or or or esignation. Each FTE was looked at at the gating session to see how we could it those positions. So, every position that executive would sit each morth look at those positions. So, every position that became vacant was looked at and scrutinized to do. 5 MR. O'BRIEN: 5 Q. So, if I'm hearing you, the intention was to look for long-term reductions. The question is whether or not ultimately they became sustainable? Is that fair? 5 MR. O'BRIEN: 6 Q. So, if I'm hearing you, the intention was to look for long-term reductions. The question is whether or not ultimately they became sustainable? Is that fair? 5 MR. GARDINER: 6 A. Correct. 7 MR. O'BRIEN: 8 Q. So, if I'm hearing you, the intention was to look for long-term reductions. The question is whether or not ultimately they became sustainable? Is that fair? 2 MR. GARDINER: 2 MR. GARDINER: 3 A.	3	MR. GARDINER:	3	Q. So, at that time, there were no instructions
5	4	A. I would think, yes. They wanted to see –	4	
6	5	, , , , , , , , , , , , , , , , , , ,	5	
particularly with engineering, I mean, without having, you know, the proper training for our people and people development, I mean, you know, for one year, it's probably sustainable, but to continue that is not something that would benefit the utility going forward, in my opinion. MR O'BRIEN: So, what instructions, if any, were you given around that time in terms of looking for for long term efficiency measures or cost reduction measures? MR GARDINER: A chof the cost reductions, they were done with that in mind, to see what could be sustainable as we go forward into '17, '18 and '19, you know, what - you know, one of the things that came out in '16 was the gating session to see how we could either, you know, combine it, eliminate it, if it had to be filled or not, and the executive would sit each month to look at those positions. So, every position that became vacant was looked at and scrutinized to make sure that it was required in order to deliver the service that we are mandated to dook for long-term reductions. The question of the make sure that it was required in order to deliver the service that we are mandated to dook for long-term reductions. The question of the decision with that fair? MR O'BRIEN: Mhere each job or FTE - that's a HR term, sorry, but - Some particularly with the departing existing the part of the decisions when you and it was in 2017, I think, that we are investment and reliability and it was in 2017, I think, that we are investment perspective. We are finding that balance between '17, '18 and '19 of what's required from an investment perspective. We are finding that balance between the ware taken throughout the year — we scroll down just a little bit further — you managed to reduce from budget down to 123 million. Is that right, 124 million? Is that fair? MR O'BRIEN: Mere each job or FTE was looked at at the seating particularly the properation of the particular that the actual outcome for 2016, after those cost reduction measures that were taken throughout the year — we scrol	6	· · · · · · · · · · · · · · · · · · ·		
8		* '		
training for our people and people development, I mean, you know, for one year, if sprobably sustainable, but to continue that is not something that would benefit the utility going forward, in my opinion. MR. O'BRIEN: O. So, what instructions, if any, were you given around that time in terms of looking for long term efficiency measures or cost reduction measures? MR. GARDINER: O. A. Each of the cost reductions, they were done with that in mind, to see what could be with that in mind, to see what could be gating process. We talked about it earlier. MR. O'BRIEN: MR.	1			
10 development, I mean, you know, for one year, it's probably sustainable, but to continue that is not something that would benefit the utility going forward, in my opinion. 12 way. It was much — the expenditure was way too high. So, we said, okay, this — we've got to do something different. And so, you know, then you work towards what can be achieved and then realized some of the decisions that we're making are likely not to be appropriate decisions when you step back and look at it. So, we making are likely ont to be appropriate the absoluter right balance how the hings that came out in "16 was the gating process. We talked about it earlier." 1				
11	1			, , , , , , , , , , , , , , , , , , ,
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MR. O'BRIÉN: 14 15 20 So, what instructions, if any, were you 15 Know, really put the squeeze on and then said, you know, then you work towards what can be achieved and then realized some of the decisions that we're making are likely not to be appropriate decisions when you step back and look at it. So, this is not the appropriate way for us to manage go forward into '17, '18 and '19, you know, what -you know, one of the things that came out in '16 was the gating process. We talked about it earlier. Page 38 1	1	· · · · · · · · · · · · · · · · · · ·		1 1
15 Q. So, what instructions, if any, were you given around that time in terms of looking for long term efficiency measures or cost reduction measures? 18	1			
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	22 23 24	A. Correct. MR. GARDINER:	23 24	A. Correct. MR. O'BRIEN:

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	Page 41		Page 43
1	2015, which was 153, in that range, that	1	you go back to your individual departments.
2	budget.	2	I mean, we don't wait for, you know, to be
3	MS. WILLIAMS:	3	at the rolled up highest level, this is the
4	A. It was also an abnormal year. As parties	4	Hydro budget. We would work within our
5	are aware that, you know, we did a lot of	5	individual departments.
6	catch-up in that year, so there was an	6	MR. O'BRIEN:
7	abnormality to that as well.	7	Q. Right.
8	MR. O'BRIEN:	8	MS. WILLIAMS:
9	Q. Yeah. I meant to ask you about that. So, I	9	A. To ask, okay, "what is this you're looking
10	mean, really that 153 is kind of an anomaly.	10	at? Is there a year over year?" you know,
11	MS. WILLIAMS:	11	at every line item and you say "what is
12	A. Um-hm.	12	required?" and again, considering the
13	MR. O'BRIEN:	13	context of where we had come from now, '13,
14	Q. It wouldn't have been that high but for some	14	'14, '15, then you have the year we spent
15	catch-up of maintenance, that sort of thing?	15	too much money and you have the year we'd
16	MS. WILLIAMS:	16	spent, you know, way – really low. So,
17	A. Yeah.	17	okay, what is the right balance here? And
18	MR. O'BRIEN:	18	to contemplate, you know, significantly
19	Q. Okay. But even if we took the 2016, you	19	stripping out labour costs when you were
20	didn't anticipate that extra maintenance	20	still seeking that balance, you know,
21	cost in 2016 when you did your 2016 budget I		starting with what we currently have and
22	wouldn't think?	22	then questioning is that the appropriate
23	MS. WILLIAMS:	23	level of human resourcing; that would have
24	A. Correct.	24	been how that would have worked on each
25	MR. O'BRIEN:	25	departmental level.
	Page 42		Page 44
1	Q. Okay. So, that 2017 budget, you mentioned,	1	MR. O'BRIEN:
2	Ms. Williams, about the 2017 budget getting	2	Q. And so when you say starting with what you
3	more in line with sort of where you want	3	have, would you have looked at ways to trim
4	things to go into 2018 and 2019. Let's talk	4	FTEs at that stage or would you have just
5	about how the 2017 budget was put together.	5	started with what you have and see whether
6	You were involved in putting that together,	6	or not in the gating process do we start
7	were you not?	7	adding in FTEs or did you do both?
8	MS. WILLIAMS:	8	MS. WILLIAMS:
9	A. Yes.	9	A. Well, we always know that we had the vacancy
10	MR. O'BRIEN:	10	allowance. You always know you're trimming
11	Q. And Mr. Gardiner, would you have been	11	FTEs anyway, and we would have been
12	involved in putting together 2017 budget?	12	absolutely carrying on with the gating
13	MR. GARDINER:	13	process, right? The hiring process. We all
14	A. I would be, yes.	14	knew that we were going to be continuing
15	MR. O'BRIEN:	15	with that because that was successful in
16	Q. Okay. And so, things like labour costs, we	16	managing some of those costs and some of
17	talked about gating process and that sort of	17	those labour costs. So, that would have—you
18	thing. When you do your labour – did your	18	know, you might have started with a set of
19	labour cost for 2017, how would that process	19	FTEs knowing you were not going to fill all
20	have evolved? Would you have started with	20	of those, every single time. So, you always
21	what FTEs were in your departments at the	21	were going to be squeezing your departmental
22	time and worked from there? How does that	22	groups to take those FTEs out through the
23	process evolve?	23	course of the time and you—everyone was
24	MS. WILLIAMS:	24	allocated a certain portion of the vacancy
1 25	Δ That is essentially how it works but then	25	as well within their hudget through the

25

That is essentially how it works, but then

25

A.

as well within their budget through the

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1	year. So, this is your amount of FTEs you	1	A. You can't just add, you know, every single
2	get, but you know you're already being	2	person right at the beginning. You need a
3	requested and asked to remove FTEs through	2 3	baseline, and you go back, and you challenge
4	your actual operation.	4	every department on what they require.
5	MR. O'BRIEN:	5	MR. O'BRIEN:
6	Q. And how does that work? Like is that a—is	6	Q. And is that based on a work plan? How does
7	that done on a monthly basis as you go	7	that work?
8	forward and try to manage the budget or is	8	MS. WILLIAMS:
9	it done when you start the budget, when you	9	A. It is.
10	start preparing the budget?	10	MR. O'BRIEN:
11	MS. WILLIAMS:	11	Q. Yes.
12	A. We were given the vacancy allowance at the	12	MS. WILLIAMS:
13	beginning and then you execute like January	13	A. It's based on work planned.
14	1st, your very first meeting, you immediately		MR. O'BRIEN:
15	are looking for ways to not fill those –	15	Q. Yes.
16	MR. O'BRIEN:	16	MS. WILLIAMS:
17	Q. Okay. So, that's the management process of	17	A. So, the amount of work that we would have in
18	the budget?	18	the course of a year, whether it's operating
19	MS. WILLIAMS:	19	work, or in some instances, some of our
20	A. Yeah.	20	employees are involved in the capital work
21	MR. O'BRIEN:	21	as well. So, you do—you have a book and
22	Q. But in the preparation of the budget itself,	22	say, "Okay, what is it that we actually need
23	if you go to prepare your labour forecast	23	to execute?"
24	let's say for your department –	24	MR. O'BRIEN:
25	MS. WILLIAMS:	25	Q. Let me ask you just in terms of embedded
	Page 46		
			Page 18 I
1		1	Page 48
1 2	A. Yeah.	1	contractors, is that something you look at
2	A. Yeah. MR. O'BRIEN:	2	contractors, is that something you look at when preparing a labour forecast or is that
2 3	A. Yeah. MR. O'BRIEN: Q and you've got your FTEs for last—from	2 3	contractors, is that something you look at when preparing a labour forecast or is that professional services type of question?
2 3 4	 A. Yeah. MR. O'BRIEN: Q and you've got your FTEs for last—from last year, do you just stick with those FTEs 	2 3 4	contractors, is that something you look at when preparing a labour forecast or is that professional services type of question? MR. GARDINER:
2 3 4 5	 A. Yeah. MR. O'BRIEN: Q and you've got your FTEs for last—from last year, do you just stick with those FTEs and then decide we need to add to them or do 	2 3 4 5	contractors, is that something you look at when preparing a labour forecast or is that professional services type of question? MR. GARDINER: A. Embedded contractors. I think if you look
2 3 4 5 6	 A. Yeah. MR. O'BRIEN: Q and you've got your FTEs for last—from last year, do you just stick with those FTEs and then decide we need to add to them or do you actually look to reduce those FTEs? 	2 3 4 5 6	contractors, is that something you look at when preparing a labour forecast or is that professional services type of question? MR. GARDINER: A. Embedded contractors. I think if you look at the PUB-136, if we could bring that up?
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	Page 49		Page 51
1	it there in NL-H or PUB-NLH-136 is that what	1	Q. Okay.
2	we do is we do a work plan, an integrated	2	MR. GARDINER:
3	annual work plan each year.	3	A. Yeah, normally that's where most or all of
4	MR. O'BRIEN:	4	the embedded contractors will be brought in.
5	Q. Yes.	5	MR. O'BRIEN:
6	MR. GARDINER:	6	Q. Okay, yes.
7	A. So, we have our employees that are on our	7	MR. GARDINER:
8	bench.	8	A. And they would be brought in and they work
9	MR. O'BRIEN:	9	with our team, and they'd—you know, when the
10	Q. Yes.	10	work was done, that they would be released.
11	MR. GARDINER:	11	MR. O'BRIEN:
12	A. And then, we look at the capital program	12	Q. Okay.
13	that we have coming before us that—at that	13	MR. GARDINER:
14	time we would have filed it with the Board.	14	A. And that's sort of cycling.
15	And we look our resource requirements. So,	15	MR. O'BRIEN:
16	once we fully load all of our employees –	16	Q. And is there any move within Hydro now to
17	MR. O'BRIEN:	17	try to reduce that reliance on embedded
18	Q. Right.	18	contracting?
19	MR. GARDINER:	19	MR. GARDINER:
20	A that are on our bench and we look at it,	20	A. Absolutely.
20 21	and embedded contractors are more to control	20 21	MR. O'BRIEN:
$\begin{vmatrix} 21\\22\end{vmatrix}$	the ebbs and flows of the work that we have.	22	
1		23	Q. Yes. MR. GARDINER:
23	Then, we resource—we identify the gap, and	23	
24	instead of, in a lot of cases, going out and	25	A. Absolutely, 100 percent. In—we're always
25	hiring people with FTEs, we would engage	23	looking for that.
,	Page 50	,	Page 52
	embedded contractors, contractors to do that		MR. O'BRIEN:
2	work. And those are obtained through the	2	Q. Okay.
3	supply chain process through the Public	3	MR. GARDINER:
4	Tendering Act.	4	A. We want to strike the balance between having
5	MR. O'BRIEN:	5	the right number of people on our bench and
6	Q. Okay, and do they tend to be more costly	6	then bringing in outside resources to help
7	than employees or does it depend?	7	us to get through the high times. In '17 we
8	MR. GARDINER:	8	did look at, and we're always looking at
9	A. They tend to—we've done some work around		that time, and challenging the costs through
10	that.	10	the contracts. We did a cost benefit where
11	MR. O'BRIEN:	11	we looked at our capital program and what
12	Q. Yes.	12	work was coming ahead of us.
13	MR. GARDINER:	13	MR. O'BRIEN:
14	A. And they tend to be normally 10 to 15	14	Q. Right.
15	percent probably more expensive.	15	MR. GARDINER:
16	MR. O'BRIEN:	16	A. And where we were to, and some of the work
17	Q. Higher. And where do you account for them	17	that the embedded contractors were on our
18	in your budget?	18	bench doing, and we did a study, and we
19	MR. GARDINER:	19	looked at what would be the most cost
20	Q. In the capital –	20	effective. And it was done in the sense
21	MR. O'BRIEN:	21	that we want to be able to hire the
22	Q. In the capital budget.	22	employees that were going to be sustained.
23	MR. GARDINER:	23	MR. O'BRIEN:
24	A. In the capital program.	24	Q. Yes.
25	MR. O'BRIEN:	25	MR. GARDINER:
25	THE OBIGET.		

Page 53 Page 55 1 A. That we didn't want to bring a person in, 1 for Hydro the same. We found those train them, to make sure--and of course one 2 positions in other areas throughout the 2 3 business, some were in Engineering and some of the criticisms about bringing in an 3 were in Operations and T&D and Generation 4 embedded contractor is that you train the 4 5 person and then the knowledge out the door. 5 and throughout the business. So, our FTEs 6 We certainly were aware of that. You know, complement stayed the same. So, we -6 7 with capital programs in the range of 200, MR. O'BRIEN: 7 8 8 300 million dollars, I mean we can't staff And so, you would see a reduction in some Q. 9 up with permanent employees to do that. 9 capital costs as a result of that? 10 MR. O'BRIEN: 10 MR. GARDINER: Yes. We would, yes. And I mean, that was done—we 11 Q. 11 did the study in 2017. 12 MR. GARDINER: 12 So, we did do an analysis, and one of the— MR. O'BRIEN: 13 13 what we found was that there was room in our 14 14 Q. Okay. 15 plan going forward in our work plan, that 15 MR. GARDINER: there would be 11 FTEs that we would convert And we started the hiring and the process in 16 16 17 to say 11 embedded contractors. And I don't 17 2018, this year. And most of those mean take those contractors themselves and positions now have been filled. 18 18 19 change them into employees, but 11 positions 19 MR. O'BRIEN: 20 would be created to do that work within 20 How many of the 11 would you say? 21 Hydro. 21 MR. GARDINER: MR. O'BRIEN: 22 I'd say all of them. 22 23 23 (10:00 a.m.) O. Okay. MR. O'BRIEN: 24 MR. GARDINER: 24 25 And those positions would be advertised and 25 Ο. Oh, okay. Page 54 Page 56 filled through the normal HR process. And 1 1 MR. GARDINER: in some cases, some of the embedded 2 2 And of course, just in the matter of 3 contractors would take positions and some 3 business, some of the positions would be, you know, the natural movement back and 4 wouldn't. 4 5 MR. O'BRIEN: 5 forth MR. O'BRIEN: 6 Q. Right. 6 7 7 Yes. MR. GARDINER: Q. 8 But it would be a fair competition open to 8 MR. GARDINER: 9 do that. So, the one thing that it's 9 A. You know, we did hire the 11. I believe important to note is that as an executive 10 10 those position IDs are filled. team, we review that. MR. O'BRIEN: 11 11 12 MR. O'BRIEN: 12 Q. Yes. 13 Q. Yes 13 MR. GARDINER: MR. GARDINER: 14 14 And, but then of course, people leave and so 15 And we looked at it and we said that, you the -Α. 15 16 know, that is the right thing to do, to have 16 MR. O'BRIEN: 17 those people on our bench as long-term 17 When you say movement, is that like back and employees. 18 forth within other affiliates of Nalcor or 18 MR. O'BRIEN: 19 19 is that -20 0. Yes. 20 MR. GARDINER: 21 MR. GARDINER: 21 It could be. 22 So, that they can get the experience, they 22 MR. O'BRIEN: A. 23 can do the work for us, and we did that. We 23 Ο. Yes, okay. 24 added those additional FTEs to my team, in 24 MR. GARDINER: 25 Engineering Services, and we kept the FTE Some people move. Some people move to other 25

Page 57 1		5, 2018		NL Hydi	ro 2017 GRA
2 they leave. 3 MR. O'BRIEN: 4 Q. Yes. 5 MR. G'ARDINER: 5 MR. G'ARDINER: 6 A. You know, they resign and move out of province or whatever. It's just normal progression, right? So, what — 9 MR. O'BRIEN: 10 Q. Is there a net effect on FTEs as a result 11 of, you know, some movement or — 12 MR. GARDINER: 13 A. In terms of net, and you'll have to excuse 14 my knowledge of home base versus net. 15 MR. O'BRIEN: 16 Q. Yes. 17 MR. GARDINER: 18 A. But yes, there would be gap when the person 18 A. But yes, there would be gap when the person 19 Leaves. 20 MR. O'BRIEN: 21 Q. Yes, yes. 22 MR. GARDINER: 23 A. And it takes time to get these people. I mean, the recruitment for, you know, our engineering staff is one that we take very 25 mean, the recruitment for, you know, our engineering staff is one that we take very 25 mean, the recruitment for, you know, our engineering staff is one that we take very 25 mean, the recruitment for, you know, our engineering staff is one that we take very 25 mean, the recruitment for, you know, our engineering staff is one that we take very 26 MR. GARDINER: 21 Q. Yes, ves. 22 MR. GARDINER: 23 A. And stakes time to get these people. I mean, getting the right person to come in and work with your team with the right skillset is—proves to be a challenge sometimes. 4 MR. O'BRIEN: 5 MR. O'BRIEN: 6 MR. O'BRIEN: 7 Q. Yes, cas, All right, I might ask you a few questions about that a little later on. 9 MR. G'ARDINER: 10 A. Absolutely. 11 MR. O'BRIEN: 12 Q. But I don't want to get too far away from the— 13 MR. G'ARDINER: 14 MR. G'ARDINER: 15 MR. O'BRIEN: 16 MR. O'BRIEN: 17 Q. I'm sort of focusing on budgeting and I'm— 18 MR. G'ARDINER: 19 A. I'd welcome that. 10 Q. Yes. 21 MR. G'ARDINER: 22 MR. G'ARDINER: 23 A. In an an an an and work with your team with the right skills is—proves to be a challenge sometimes. 24 MR. O'BRIEN: 25 MR. G'ARDINER: 26 MR. O'BRIEN: 27 MR. G'ARDINER: 28 MR. G'ARDINER: 29 MR. G'ARDINER: 20 MR. G'ARDINER: 21 MR. O'BRIEN: 21 MR. O'BRIEN: 22 MR. G'ARDINER: 23 A. In a true to get too		Page 57			Page 59
3 MR. O'BRIEN: 3 guess fuel and power purchases and that kind of thing, how do you build those budgets? 5 MR. GARDINER: 5 Like say for 2017, how would you build a budget for non-labour costs? 7 MR. O'BRIEN: 9 MR. O'BRIEN: 10 Q. Is there a net effect on FTEs as a result 11 of, you know, some movement or - 12 MR. GARDINER: 12 MR. GARDINER: 12 MR. GARDINER: 13 A. In terms of net, and you'll have to excuse 14 my knowledge of home base versus net. 15 MR. O'BRIEN: 16 Q. Yes. 16 Q. Sure. 17 MR. GARDINER: 18 A. But yes, there would be gap when the person leaves. 18 A. But yes, there would be gap when the person 19 leaves. 19 MR. O'BRIEN: 20 Q. Yes, yes. 21 MR. O'ARDINER: 20 Q. Yes, yes. 21 MR. O'ARDINER: 22 A. And it takes time to get these people. I mean, the recruitment for, you know, our engineering staff is one that we take very 25 mean, getting the right person to come in and work with your team with the right 4 skillset is—proves to be a challenge 5 sometimes. 14 MR. O'BRIEN: 20 Q. Yes, okay. All right, I might ask you a few 20 Right; yes. 20 MR. G'ARDINER: 20 Radio in want to get too far away from 3 he 20 Radio in want to get too far away from 3 he 20 Radio in want to get too far away from 3 MR. G'ARDINER: 16 MR. O'BRIEN: 17 Q. Pes, so, maintenance costs, that kind of thing? 20 Person to come in and work with your team with the right 3 A. Absolutely. 3 A. Absolutely. 3 A. Absolutely. 3 A. O'Radio in want to get too far away from 3 he 20 Person to come in and work with your team with the right 3 A. Absolutely. 3 A. O'Radio in want to get too far away from 3 he 3 A. O'Radio in want to get too far away from 3 A. O'Radio in want to get too far away from 3 A. O'Radio in want to get too far away from 3 A. O'Radio in want to get too far away from 3 A. O'Radio in want to get too far away from 4 A. In nature, they're often time based,	1	utilities in the province as well and—or	1	A. Yes, okay. When you're budgeting	ng for, say
4 O Yes 5 MR. GARDINER: 5 A. You know, they resign and move out of 7 province or whatever. It's just normal 8 progression, right? So, what— 9 MR. O'BRIEN: 10 Q. Is there a net effect on FTEs as a result 11 of, you know, some movement or— 12 MR. GARDINER: 13 A. In terms of net, and you'll have to excuse 14 my knowledge of home base versus net. 15 MR. O'BRIEN: 16 Q. Yes 17 MR. GARDINER: 18 A. But yes, there would be gap when the person 19 leaves. 20 MR. O'BRIEN: 21 Q. Yes, yes. 22 MR. GARDINER: 23 A. And it takes time to get these people. I eamen, the recruitment for, you know, our engineering staff is one that we take very 25 sometimes. 4 MR. O'BRIEN: 26 MR. O'BRIEN: 27 Q. Yes, okay. All right, I might ask you a few a questions about that a little later on. 29 MR. GARDINER: 30 A. Absolutely. 31 MR. GARDINER: 4 MR. GARDINER: 5 MR. O'BRIEN: 5 MR. O'BRIEN: 6 MR. O'BRIEN: 7 Q. Yes, okay. All right, I might ask you a few a questions about that a little later on. 9 MR. GARDINER: 10 Q. But I don't want to get too far away from the mental stab for the load forecast. 14 MR. GARDINER: 15 A. And it takes time to get these people. I mean, getting the right person to come in and work with your team with the right of the province of the person to come in and work with your team with the right of the person to come in and work with your team with the right of the person to come in and work with your team with the right of the person to come in and work with your team with the right of the person to come in and work with your team with the right of the person to come in and work with your team with the right of the person to come in any work with the right of the person to come in any work with the right of the person to come in any work with the right of the person to come in any work with the right of the person to come in any work with the right of the person to come in any work with the right of the person to come in any work with the right of the person to come in any work with the right of the person to come in any work w	2		2	like non-labour costs, like things	like I
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6 A. You know, they resign and move out of 7 province or whatever. It's just normal 8 progression, right? So, what 9 MR. O'BRIEN: 9 large one. 10 Q. Is there a net effect on FTEs as a result 11 of, you know, some movement or 12 MR. O'BRIEN: 12 MR. O'BRIEN: 13 A. In terms of net, and you'll have to excuse 14 my knowledge of home base versus net. 15 MR. O'BRIEN: 15 MR. O'BRIEN: 16 Q. Yes. 16 Q. Yes. 17 MR. GARDINER: 18 A. But yes, there would be gap when the person 16 leaves. 20 MR. O'BRIEN: 21 Q. Yes, yes. 22 MR. GARDINER: 22 M. GARDINER: 23 A. And it takes time to get these people. I 24 mean, the recruitment for, you know, our 25 conseitines. 25 more time of the latter on. 26 MR. O'BRIEN: 27 MR. O'BRIEN: 28 seriously. It's quite onerous actually. 18 and work with your team with the right 4 skillset is—proves to be a challenge 5 sometimes. 26 MR. O'BRIEN: 27 Q. Yes, okay. All right, I might ask you a few 8 questions about that a little later on. 29 MR. GARDINER: 21 Q. But I don't want to get too far away from 13 the— 14 MR. O'BRIEN: 21 Q. Pres. Okay. All right, I might ask you a few 8 questions about that a little later on. 29 MR. GARDINER: 21 Q. But I don't want to get too far away from 13 A. Operating. 24 MR. O'BRIEN: 26 MR. O'BRIEN: 27 Q. Yes. Okay. All right, I might ask you a few 8 questions about that a little later on. 29 MR. GARDINER: 21 Q. Pres. Okay. MR. O'BRIEN: 21 MR. O'BR	4	Q. Yes.		of thing, how do you build those	budgets?
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8 MR. O'BRIEN: 10 Q. Is there a net effect on FTEs as a result 11 of, you know, some movement or— 12 MR. GARDINER: 13 A. In terms of net, and you'll have to excuse 14 my knowledge of home base versus net. 15 MR. O'BRIEN: 16 Q. Yes. 17 MR. GARDINER: 18 A. But yes, there would be gap when the person 19 leaves. 20 MR. O'BRIEN: 21 Q. Yes, yes. 22 MR. GARDINER: 23 A. And it takes time to get these people. I 24 mean, the recruitment for, you know, our 25 engineering staff is one that we take very 26 mean, the recruitment for, you know, our 27 engineering staff is one that we take very 28 scriously. It's quite onerous actually. I 29 mean, getting the right person to come in 3 and work with your team with the right 4 skillset is—proves to be a challenge 5 sometimes. 6 MR. O'BRIEN: 10 A. Absolutely. 11 MR. O'BRIEN: 12 Q. Yes, okay. All right, I might ask you a few 8 questions about that a little later on. 9 MR. GARDINER: 10 A. Absolutely. 11 MR. O'BRIEN: 12 Q. But I don't want to get too far away from 13 the— 14 MR. GARDINER: 15 MR. O'BRIEN: 16 Q. Yes. 17 MS. WILLIAMS: 18 A. And you know, fairly mechanical. 19 MR. O'BRIEN: 20 Q. Yes. 21 MS. WILLIAMS: 22 A. The one then that is a bit more, I'll call it judgment related, the non-labour— 24 MR. O'BRIEN: 25 Q. Right, yes. 26 MR. O'BRIEN: 27 MS. WILLIAMS: 28 A that would be based on, say the timing of overhauls, the timing of various inspections that are time based on yes, or maintenance costs, that kind of thing? 29 MR. GARDINER: 20 But I don't want to get too far away from the— 21 MR. O'BRIEN: 22 A. Operating. 23 A. I'd welcome that. 24 MR. O'BRIEN: 25 MR. O'BRIEN: 26 MS. WILLIAMS: 27 A that would be based on, say the timing of overhauls, the timing of various inspections that are time based. And service of the time based. You know, okay, this is what the cost is of that time base inspections, this is what the-the labour rate is associated with	6	, ,			
9 MR. O'BRÏEN: 10 Q. Is there a net el'flect on FTEs as a result 11 of, you know, some movement or— 12 MR. GARDINER: 13 A. In terms of net, and you'll have to excuse 14 my knowledge of home base versus net. 15 MR. O'BRIEN: 16 Q. Yes. 17 MR. GARDINER: 18 A. But yes, there would be gap when the person 19 leaves. 19 MR. O'BRIEN: 20 MR. O'BRIEN: 21 Q. Yes, yes. 22 MR. GARDINER: 23 A. And it takes time to get these people. I 24 mean, the recruitment for, you know, our 25 engineering staff is one that we take very 26 mean, getting the right person to come in 3 and work with your team with the right 4 skillset is—proves to be a challenge 5 sometimes. 6 MR. O'BRIEN: 7 Q. Yes, okay. All right, I might ask you a few 8 questions about that a little later on. 9 MR. GARDINER: 10 A. Absolutely. 11 MR. O'BRIEN: 12 Q. But I don't want to get too far away from 13 the— 14 MR. GARDINER: 15 MR. O'BRIEN: 16 Q. Sure. 17 MS. WILLIAMS: 18 A. And you know, fairly mechanical. 18 MR. O'BRIEN: 29 Q. Yes. 20 Q. Yes. 21 MS. WILLIAMS: 21 A. The one then that is a bit more, I'll call it judgment related, the non-labour— 24 MR. O'BRIEN: 25 Q. Right, yes. 26 MR. O'BRIEN: 27 Q. Yes, okay. All right, I might ask you a few questions about that a little later on. 29 MR. GARDINER: 20 Q. Yes, okay. MI right, I might ask you a few questions about that a little later on. 20 MR. O'BRIEN: 21 Q. But I don't want to get too far away from the— 22 MR. GARDINER: 23 A. No, but certainly I'd welcome— 24 MR. O'BRIEN: 25 MR. O'BRIEN: 26 MR. O'BRIEN: 27 Q. Yes, so, maintenance costs, that kind of thing? 28 MR. U'LLIAMS: 38 A. And you know, fairly mechanical. 39 MR. O'BRIEN: 30 A. The one then that is a bit more, I'll call it judgment related, the non-labour— 31 MR. O'BRIEN: 32 Athat would be based on, say the timing of various inspections that are— 33 MR. O'BRIEN: 34 A. Dreating MR. O'BRIEN: 35 A. Operating. 36 MR. O'BRIEN: 36 MR. O'BRIEN: 37 A. No, but certainly I'd welcome— 38 MR. O'BRIEN: 39 A. Yeah, maintenance costs. 30 A. Operating. 31 A. In nature, they'	7	-		MS. WILLIAMS:	
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Discoveries Unlimited Inc. (700)/437-5028 Page 57 - Page 60	4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	skillset is—proves to be a challenge sometimes. MR. O'BRIEN: Q. Yes, okay. All right, I might ask you a few questions about that a little later on. MR. GARDINER: A. Absolutely. MR. O'BRIEN: Q. But I don't want to get too far away from the — MR. GARDINER: A. No, but certainly I'd welcome — MR. O'BRIEN: Q. I'm sort of focusing on budgeting and I'm — MR. GARDINER: A. I'd welcome that. MR. O'BRIEN: Q. Yes. MR. GARDINER: A. I'd certainly welcome that discussion, Mr. O'Brien.	3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	overhauls, the timing of various in that are — MR. O'BRIEN: Q. Yes, so, maintenance costs, that king? MS. WILLIAMS: A. Yeah, maintenance costs. MR. O'BRIEN: Q. Yes. MS. WILLIAMS: A. Operating. MR. O'BRIEN: Q. Yes. MS. WILLIAMS: A. In nature, they're often time based so, in those ones that are time based know, okay, this is what the cost it time base inspection; this is what to labour rate is associated with that; have to bring in a specialized cont So, those are—that's how they we generally. You know again, time	And ed, you sof that the-the if we ractor. buld be done based, you

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1	occur over the next, you know, couple of	1	MR. O'BRIEN:
2	test-year period. That's how they would	2	Q. That would be different. Yes.
3	work the non-labour side.	3	MS. WILLIAMS:
4	MR. O'BRIEN:	4	A. Yeah.
5	Q. Okay. How about like production costs? How	5	MR. O'BRIEN:
6	would you build that?	6	Q. So, in 2017, would you have done sort of a
7	MS. WILLIAMS:	7	general executive review when you're
8	A. Production costs? I'm sorry, what do you	8	preparing that 2017 budget with meetings
9	mean?	9	with the executive to review sort of where
10	MR. O'BRIEN:	10	things stand before you finalize it?
11	Q. I suppose in terms of not just fuel, but	11	MS. WILLIAMS:
12	say, let's say stand-by generation	12	A. Yes.
13	production costs, that kind of thing. How	13	MR. O'BRIEN:
14	would you build those?	14	Q. And were each of you involved in that, apart
15	MS. WILLIAMS:	15	from Mr. LeBlanc?
16	A. Again, so the stand-by generation costs	16	MS. WILLIAMS:
17	would be also forecasted on the basis of	17	A. Yeah.
18		18	MR. GARDINER:
1	what you expect a system to operate like.		
19	MR. O'BRIEN:	19	
20	Q. Yes.	20	MR. O'BRIEN:
21	MS. WILLIAMS:	21	Q. Yes, okay.
22	A. So, for example, you would want to consider	22	MR. GARDINER:
23	what do you expect your availability of your	23	A. I would think.
24	various aspects to be? What do you expect	24	MR. O'BRIEN:
25	your customer demands to be? You know, you	25	Q. So, when preparing the 2017 operating
.	Page 62		Page 64
	plan foryour operating load forecast I	l	budget, just coming out of the 2016 year, or
2	believe is based on a P50.	2	you were in the middle of the 2016 year I
3	MR. O'BRIEN:	3	guess when you started preparing the 2017
4	Q. Yes.	4	budget, were you given any instructions in
5	MS. WILLIAMS:	5	terms of how to build that 2017 budget? Was
6	A. So, you're not on an energy basis. You're	6	it meant to be built as a flat budget based
7	not planning for a P19, but you are planning	7	on 2016's budget? What was the thought
8	for a P50 on an energy basis. So, you know,		process behind that?
9	all those factors would go into account when		MS. WILLIAMS:
10	you're doing up your production costs,	10	A. I don't know if you want to speak or—I mean,
11	meaning to say things related to fuel.	11	I know for my group, so when that budget
12	MR. O'BRIEN:	12	would have been created for, say, '17, when
13	Q. And those production costs, are they	13	we were partly in '16 at the time, I had
14	accounted for then as capital or operating?	14	accountability say for hydraulic, but I
15	MS. WILLIAMS:	15	definitely would have had—I remember
16	A. They're operating.	16	reviewing say some of the thermal aspect.
17	MR. O'BRIEN:	17	MR. O'BRIEN:
18	Q. Operating, okay. And when you did –	18	Q. Yes.
19	MS. WILLIAMS:	19	MS. WILLIAMS:
20	A. With the fuel—sorry, the fuel costs	20	A. But you know, the intention was again to
21	obviously aren't really necessarily –	21	say, "where are we? What is the required
22	MR. O'BRIEN:	22	budget for '17 and the future years
23	Q. No.	23	considering where we've come from?" So, I
	-		
24	MS. WILLIAMS:	24	don't know that it was specifically, you
24 25	MS. WILLIAMS: A. Yes, okay.	24 25	don't know that it was specifically, you know, take five percent off, take ten

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July 16, 2018 Page 65 Page 67 actuals are around 124? 1 percent off. 1 2 MR. O'BRIEN: 2 MR. GARDINER: 3 Q. Okav. 3 Α. Yeah. 4 MS. WILLIAMS: 4 MR. O'BRIEN: 5 It was do up the appropriate budget for the 5 But the budget was about 139? A. Q. management of the--reliable management of 6 MR. GARDINER: 6 7 the assets. Correct 8 8 MR. O'BRIEN: MR. O'BRIEN: 9 And the reason I kind of ask it is, is that 9 So, you would have been—would you have been Q. O. focused on trying to hold to the 139 or 10 Ms. Dalley sort of testified that there was, 10 somewhere in between where you would have I guess, a focus on trying to hold budgets 11 11 flat, I guess within inflation. Were you 12 been looking at an inflationary increase 12 given any instructions in 2017 in that from 139? 13 13 14 regard? 14 MS. WILLIAMS: 15 MS. WILLIAMS: 15 I don't recall specifically -In 2017 for the '18 - 19 budgets? Sorry? 16 MR. GARDINER: 16 MR. O'BRIEN: No, I do not. 17 17 Α. No, sorry, 2016 for the 2017 budget. MR. O'BRIEN: 18 Q. 18 19 MS. WILLIAMS: 19 Okay. Q. 20 Yeah, I'm trying to recall exactly. I mean, 20 MS. WILLIAMS: 21 yeah, going back a few years. 21 - if it was one or the other. Again, I MR. O'BRIEN: 22 think I'd go back to an increase would not 22 23 Yes, I know it's a while ago, but -23 have been tolerable. MR. GARDINER: 24 24 MR. GARDINER: 25 Α. It was to hold the numbers. 25 Α. Yeah. Page 66 Page 68 MS. WILLIAMS: 1 MS. WILLIAMS: 1 2 A significant increase would not have been 2 Α. Yeah, yeah, exactly. 3 MR. O'BRIEN: 3 appropriate. MR. O'BRIEN: 4 Yes. 4 Q. 5 MR. GARDINER: 5 Q. Yes. Pretty much to hold, yeah, to hold the 6 MS. WILLIAMS: 6 A. 7 numbers in terms of -7 Anywhere near say, where we had just come 8 8 from, say 2015 to—2016 also would not have MS. WILLIAMS:

- 9 A. Yeah.
- 10 MR. GARDINER:
- Not necessarily to the '16 actuals. 11
- 12 MR. O'BRIEN:
- No, and that's what I'm sort of wondering. 13 Q.
- 14 MR. GARDINER:
- But to the '16 budget, yeah. 15 Α.
- 16 MR. O'BRIEN:
- Is it to the '16 budget? 17 O.
- 18 MR. GARDINER:
- 19 The budget. A.
- 20 MR. O'BRIEN:
- 21 Yes. Q.
- 22 MR. GARDINER:
- 23 That's correct, not the actuals. A.
- 24 MR. O'BRIEN:
- 25 Q. So, we saw in the last document before, 2016

- 9 been expected to be tolerable.
- MR. O'BRIEN: 10
- Okav. 11 O.
- MS. WILLIAMS: 12
- 13 Because we were saying the sustained cuts Α.
 - that we sort—the cuts that we've made are
- 15 not sustainable. You cannot continue to not
- 16 train your people. You cannot continue to
- 17 make site visits.
- MR. O'BRIEN: 18
- 19 Yes Q.

14

- 20 MS. WILLIAMS:
- 21 So, we knew we had to come to a more
- 22 reasonable level.
- 23 MR. O'BRIEN:
- 24 Q. Okay. And the reason I ask, and I might
 - have the wrong figure here, but I wonder if

25

Page 69 Page 71 1 we could bring up Undertaking 2, JH 2 I 1 MR. O'BRIEN: 2 think it is? We had asked for an It could have been. 2 Q. 3 undertaking to produce the 2017 budget. And 3 MS. WILLIAMS: this was what was produced, and these are—it 4 4 Because like one says a budget and the Α. 5 looks like regulated Hydro highlights. And 5 forecast of '16. It's definitely -6 operating costs there, if you go across 6 MR. GARDINER: 7 here, there's a budget for 2017 of 153. Is 7 Α I think -8 that a figure you're familiar with? 8 MR. O'BRIEN: 9 9 MR. GARDINER: I wonder if you could give me—if you don't Q. have a recollection of that figure, then I 10 Wait now. 10 won't ask you about that. 11 MR. O'BRIEN: 11 MS. WILLIAMS: 12 Anyone? 12 O. MS. WILLIAMS: Yes. 13 13 Α. 14 I don't recall. I know -14 MR. GARDINER: Α. 15 MR. GARDINER: 15 Yeah, I don't. And I think that was—that A. I don't recall that, no. 16 budget '17 was done in '16 like or early '16 16 MS. WILLIAMS: 17 I believe. 17 18 A. No 18 MS. WILLIAMS: 19 MR. GARDINER: 19 Yeah, I'd like to see the date of the 20 Where is that number on the page? Show me? 20 document. 21 MR. O'BRIEN: 21 MR. GARDINER: 22 Yes, so if you just look down, "Budget 2017" 22 Q. A. Yeah. 23 23 MR. O'BRIEN: 24 24 MR. GARDINER: So, okay. Q. 25 A. Oh, okay. 25 MR. GARDINER: Page 70 Page 72 1 That surprises me. 1 MR. O'BRIEN: A. 2 2 MR. O'BRIEN: Right? You get down to operating costs we Q. 3 3 see the budget for 2016 at 139, and then, we Q. I will ask you for an undertaking just to see the budget at 2017 at 153, and there's a 4 provide the final 2017 budget. Is that 4 5 possible? Because that doesn't look like 5 13-million-dollar variance. 6 MS. WILLIAMS: 6 it's the final. 7 Is there something further down the page? 7 (10:09 a.m.) A. 8 I'm looking for the date of this document. 8 MS. WILLIAMS: 9 9 MR. O'BRIEN: A. No. Yeah, sure. Yes. 10 MR. O'BRIEN: 10 Q. MR. GARDINER: And it's only one page, a highlight one. 11 11 When this budget was created. MS. WILLIAMS: 12 A. 12 MR. O'BRIEN: Yeah 13 13 A. MR. O'BRIEN: 14 O. Yes. 14 15 MS. WILLIAMS: 15 And can I get an undertaking to produce the Q. 16 A. Yeah, I want to see the date of the 16 final 2017 budget? MS. WILLIAMS: 17 17 document. Well, that would be in Information 1 18 MR. GARDINER: 18 19 19 I don't really see it. probably, I expect. A. MR. O'BRIEN: 20 MR. GARDINER: 20 No, there's not. And I mean, that could 21 21 A. Yeah. Q. 22 have been -22 MS. WILLIAMS: 23 MS. WILLIAMS: 23 Is it? Or is it just the actuals in 24 Because it looks like it was created early 24 Information 1? A.

25

MR. O'BRIEN:

in '16 at some point.

25

Page 73 Page 75 1 0. Yes, it's just the actuals, I think. I 1 Yeah. A. 2 don't think it -2 MR. YOUNG: MS. WILLIAMS: 3 3 0. We'll undertake for that. 4 Yeah. 4 MR. O'BRIEN: A. 5 5 MR. O'BRIEN: Q. Okay. Because the actuals came out in the 134 MS. GLYNN: 6 Q. 6 7 7 range I think? Yes, we'll note the undertaking on the 8 8 MS. WILLIAMS: record. 9 9 MR. O'BRIEN: Correct, yeah. 10 MR. GARDINER: 10 And if we can leave this up just for a second, and I'm wondering, even if this 11 A. Yeah, it did. 11 12 budget was prepared earlier on in 2016, do 12 MR. O'BRIEN: you recall any discussions during—with the Yes. 13 13 Ο. executive I guess while preparing the 2017 14 MS. WILLIAMS: 14 15 I believe the budget was 138 or 139 in 2017. 15 budget or can you comment on how you—this A. 16 would have been prepared at 153 at a time MR. GARDINER: 16 Yes, something. We held the budget I 17 when Hydro was focused on reducing costs in 17 A. 18 believe in '16. 18 2016? 19 MR. O'BRIEN: 19 MS. WILLIAMS: I can't comment on the file. 20 20 Yes. Q. 21 MR. GARDINER: 21 MR. GARDINER: I understood we held the budget in '17. 22 22 A. I can't comment. 23 23 MS. WILLIAMS: MS. WILLIAMS: 24 Yeah. 24 Because we don't know the creation of—the Α. Α 25 MR. O'BRIEN: 25 date. Page 74 Page 76 1 Q. Okay. So, can we get that document for the 1 MR. GARDINER: 2 2 record then? Α Yeah 3 MR. GARDINER: 3 MS. WILLIAMS: 4 Yeah. Yeah. 4 A. Α. 5 MS. WILLIAMS: 5 MR. GARDINER: 6 A. Yeah. 6 A. And we'd have to get the timelines, Mr. 7 MR. YOUNG: 7 O'Brien. 8 8 So, just to be clear. MS. WILLIAMS: 9 MR. O'BRIEN: 9 A. Yeah. Yes. 10 MR. O'BRIEN: 10 Q. MR. YOUNG: Yes, because there seems to be a disconnect 11 11 So, the undertaking – 12 Q. 12 from the idea of reducing costs in 2016 -13 MR. O'BRIEN: 13 MS. WILLIAMS: 14 I want to see the budget for—even if it 14 A. Yes, yes. comes up like the attachment we saw earlier MR. O'BRIEN: 15 15 16 in PUB-O54 that shows what the budget for 16 Q. - and then having a budget which turned out 17 2017 was, versus just the actual dollar 17 to be up to the actuals of 2015. Is that figure. I'd like to see the breakdown. fair? 18 18 19 MR. YOUNG: 19 MS. WILLIAMS: 20 O. I think we can do that. 20 Yes. Yeah, that's doesn't -21 MR. O'BRIEN: 21 MR. GARDINER: Yeah, yeah, that doesn't – 22 Q. Okay. 22 A. MR. YOUNG: 23 MR. O'BRIEN: 23 24 Yes, sure. Ο. 24 Q. Okay. 25 MS. WILLIAMS: 25 MS. WILLIAMS:

1 A. I mean, I think us being surprised to say that that—that is not a number that we ever would have been working toward. 3 M. COBRIEN: 5 Q. Okay, all right, 6 M. K. GARINIMER: 7 A. We've never worked towards that number, no. 8 MR. O'BRIEN: 10 of anomalies expected in 2017 that didn't 11 ultimately materialize throughout 2016? 11 ultimately materialize throughout 2016? 12 MS. WILLIAMS: 13 A. I can't comment on why that's 153. 13 M. R. O'BRIEN: 14 M. O'BRIEN: 15 Q. No, okay. 15 I MR. O'BRIEN: 16 M. GARINIMER: 17 A. No. 18 MR. O'BRIEN: 19 Q. So, once you've set your 2017 budget and—you're each responsible, I guess, for 21 managing that budget in 2017, is that fair? 22 MS. WILLIAMS: 23 A. Correct. 24 MK. GARDINER: 25 A. Yeah. 26 A. Yeah. 27 A. That's correct. 28 MS. WILLIAMS: 3 A. I can trommation I, page 39 of 118. 4 MS. WILLIAMS: 5 A. 139. 6 MR. GARDINER: 10 A. No. 11 MR. O'BRIEN: 12 Q. And you're recollections are it's in—it was in 3 the 138-139 range? Is that—it was in 3 the 138-139 range? Is that—it was in 3 the 138-139 range? Is fhat—4 1 MR. O'BRIEN: 29 Q. I sthat right? Okay. So, if I can—we can book that was that the budget? 3 managing that the budget? 3 dr. O'Greeast there of 134, was that the budget? 3 dr. O'Greeast there of 134, was that the budget? 3 dr. O'BRIEN: 3 m. O'BRIEN: 4 MS. WILLIAMS: 5 A. 139. 6 MR. CARDINER: 7 A. That's correct. 9 Q. I sthat right? O'kay. So, if I can—we can book that that was the braceast after a period of time. 10 bring up Information I, page 39 of 118. 11 O'kay, maybe we can make that just—so, this is the one we talked about cardire, 2017. 13 acutals. So, 2017 forecast there of 134, was that the budget? 14 MR. O'BRIEN: 15 Q. Yes. 16 MR. O'BRIEN: 17 A. That's correct. 18 MR. O'BRIEN: 19 Q. Yes. 20 MS. WILLIAMS: 21 A. And Ms. Hutchens, I think would probably be best to speak to the change. 22 MR. O'BRIEN: 23 A. Correct. 24 MR. O'BRIEN: 25 A. Terretation of time. 26 Correct. 27 A. That's correct. 28 MR. O'BRIEN: 29 Q. I sthat right? O'kay. So, if I can—we can be subtracted	July 1	6, 2018		NL Hydro 2017 GRA
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3 would have been working toward. 4 MR O'BRIEN: 5 Q. Okay, all right. 5 Q. Okay, all right. 6 MR. GARDINER: 7 A. We've never worked towards that number, no. 8 MR. O'BRIEN: 9 Q. Okay. And you're not familiar with any sort 10 of anomalies expected in 2017 that didn't ultimately materialize throughout 2016? 12 MS. WII.JIAMS: 12 Q. So, the actuals turned out to be 130. So, 13 you came in under that budget, down to be 150. So, okay. 15 30. And your 2018 list esty ear is 142. Is that something that you still think is 139, you came in under that budget, down to be 150. So, okay. 15 30. And your 2018 list esty ear is 142. Is that something that you still think is 139, you came in under that budget, down to be 150. So, okay. 15 30. And your 2018 list esty ear is 142. Is that something that you still think is 139, you came in under that budget, down to be 150. So, once you've set your 2017 budget and-you're each responsible, I guess, for 20 MS. WILLIAMS: 22 MS. WILLIAMS: 23 A. Correct. 24 MR. GARDINER: 25 A. Yeah. 26 A. Tean speak to production if that's good. MR. O'BRIEN: 27 MR. O'BRIEN: 28 MR. O'BRIEN: 29 MR. O'BRIEN: 29 MR. GARDINER: 29 MR. GARDINER: 20 MR. O'BRIEN: 21 MR. O'BRIEN: 21 MR. O'BRIEN: 22 MR. WILLIAMS: 23 MR. O'BRIEN: 24 MR. O'BRIEN: 25 MR. O'BRIEN: 26 MR. O'BRIEN: 27 MR. O'BRIEN: 28 MR. O'BRIEN: 29 MR. GARDINER: 29 MR. GARDINER: 29 MR. GARDINER: 20 MR. GARDINER: 21 MR. O'BRIEN: 21 MR. O'BRIEN: 21 MR. O'BRIEN: 21 MR. O'BRIEN: 22 MR. O'BRIEN: 23 MR. O'BRIEN: 24 MR. O'BRIEN: 25 MR. O'BRIEN: 25 MR. O'BRIEN: 26 MR. O'BRIEN: 27 MR. O'BRIEN: 28 MR. O'BRIEN: 29 MR. O'BRIEN:	1	A. I mean, I think us being surprised to say	1	purposes of putting together the rate case
4 MR, O'BRIEN: 5 Q. Okay, all right. 6 MR, O'ARDINER: 7 A. We've never worked towards that number, no. 8 MR, O'BRIEN: 9 Q. Okay. And you're not familiar with any sort of anomalies expected in 2017 that didn't 111 ultimately materialize throughout 2016? 12 MS. WILLIAMS: 13 A. Can't comment on why that's 153. 14 MR, O'BRIEN: 15 Q. No, okay. 16 MR, GARDINER: 17 A. No. 18 MR, GARDINER: 18 MR, O'BRIEN: 19 Q. So, once you've set your 2017 budget and-you're each responsible, I guess, for 21 managing that budget in 2017, is that fair? 22 MS. WILLIAMS: 23 A. Correct. 24 MR, GARDINER: 25 A. Tean's comment on why that's 153. 26 MR, GARDINER: 27 MR, GARDINER: 28 MR, O'BRIEN: 29 MR, GARDINER: 20 And your recollections are it's in—it was in the 138-139 range? Is that — 4 MS. WILLIAMS: 5 A. 139. 6 MR, GARDINER: 6 MR, O'BRIEN: 9 Q. Is that right? Okay. So, if I can—we can before up information I, page 39 of 118. 10 Chay, maybe we can make that just—so, this is the one we talked about earlier, 2017 as a catuals. So, 2017 forecast there of 134, was that the budget? 11 MR, O'BRIEN: 12 MR, O'BRIEN: 13 A Tan's correct. 14 MR, O'BRIEN: 15 Q. So, once you're set, or you were at a budget of 138 or 139, you came in under that budged, down to 139, you came in under that budged, down to 139, you came in under that budged, down to 139, you came in under that budged, down to 139, you were at a budget of 138 or 139, you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you were—if you were at a budget of 138 or 139, you came in under that budget in 2017, the 2017 production in that you were at a budget of 138 or 139, you were—if you w	2	that that—that is not a number that we ever	2	at around that time because the rate case
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5 Q. Okay, all right. 6 MR. GARDINER: 7 A. We've never worked towards that number, no. 8 MR. O'BRIEN: 9 Q. Okay. And you're not familiar with any sort of anomalies expected in 2017 that didn't ultimately materialize throughout 2016? 11 MS. WILLIAMS: 13 A. I can't comment on why that's 153. 14 MR. O'BRIEN: 15 Q. No, okay. 16 MR. GARDINER: 17 A. No. 18 MR. O'BRIEN: 19 Q. So, once you've set your 2017 budget and—you're each responsible, I guess, for managing that budget in 2017, is that fair? 22 MS. WILLIAMS: 23 A. Correct. 24 MR. GARDINER: 25 A. Torrect. 26 MR. O'BRIEN: 27 A. Correct. 28 MR. O'BRIEN: 29 Q. And your recollections are it's in—it was in the 138-139 range? Is that— 4 MS. WILLIAMS: 5 A. 139. 6 MR. O'BRIEN: 9 Q. Is that right? Okay. So, if I can—we can bridge that proportion in the 138-139 range? Is that—with any sort is the one we talked about earlier, 2017 and was that the budget? 15 MS. WILLIAMS: 16 MR. O'BRIEN: 17 A. Oo. 18 MR. O'BRIEN: 19 Q. Yes. 20 A. A down recollections are it's in—it was in the 138-139 range? Is that—with the sort of the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes to the 'Il's movements within the company. So, with regards to how mine contributes			l	· · · · · · · · · · · · · · · · · · ·
6 MR. GARDÍNER: 7 A. We've never worked towards that number, no. 8 MR. O'BRIEN: 9 Q. Okay, And you're not familiar with any sort of anomalies expected in 2017 that didn't lultimately materialize throughout 2016? 12 MS. WILLIAMS: 13 A. I can't comment on why that's 153. 14 MR. O'BRIEN: 15 Q. No, okay. 15 I G. MR. GARDINER: 16 MR. GARDINER: 17 A. No. 18 MR. O'BRIEN: 19 Q. So, once you've set your 2017 budget and—you're each responsible, I guess, for managing that budget in 2017, is that fair? 21 managing that budget in 2017, is that fair? 22 MS. WILLIAMS: 23 A. Correct. 24 MR. GARDINER: 25 A. Yeah. 26 MR. GARDINER: 27 MR. O'BRIEN: 28 MR. O'BRIEN: 29 Q. And your recollections are it's in—it was in the 138-139 range? Is that—it was in the 138-139 range? Is that right? Okay, So, if'I can—we can to bring up information I, page 39 of 118. 11 Okay, maybe we can make that just—so, this is the one we talked about earlier, 2017 actuals. So, 2017 forecast three of 134, was that the budget? 13 MS. WILLIAMS: 14 MS. WILLIAMS: 15 A. A 139. 16 MR. O'BRIEN: 17 A. That's correct. 18 MR. O'BRIEN: 19 Q. Is sthat right? Okay. So, if'I can—we can to bring up information I, page 39 of 118. 11 Okay, maybe we can make that just—so, this is in the one we talked about earlier, 2017 actuals. So, 2017 forecast three of 134, was that the budget? 18 MR. O'BRIEN: 19 Q. Yes. 20 MS. WILLIAMS: 21 A. And Ms. Hutchens, I think would probably be best to speak to the change. 22 MS. WILLIAMS: 23 A. And Ms. Hutchens, I think would—would you 24 MR. O'BRIEN: 25 A. Teredinal that was a well to make that a papropriate investment for production. And with regards to how mine contributes to the '18 million, you know, I feel like it's the need. 25 MS. WILLIAMS: 26 MR. O'BRIEN: 27 O'CAR A Teredinal that was			l	
7 A. We've never worked towards that number, no. 8 MR. O'BRIEN: 10	1 .	• •	l	
8 MR. O'BRIEN: 9 Q. Okay. And you're not familiar with any sort 10 of anomalies expected in 2017 that didn't 11 ultimately materialize throughout 2016? 12 MS. WILLIAMS: 13 A. I can't comment on why that's 153. 14 MR. O'BRIEN: 15 Q. No, okay. 16 MR. G'ARDINER: 17 A. No. 18 MR. O'BRIEN: 19 Q. So, once you've set your 2017 budget and-you're each responsible, I guess, for 21 managing that budget in 2017, is that fair? 22 MS. WILLIAMS: 23 A. Correct. 24 MR. G'ARDINER: 25 A. Yeah. Page 78 I MR. O'BRIEN: 26 A. Yeah. Page 78 I MR. O'BRIEN: 27 A. That's correct. 28 MR. G'ARDINER: 39 Q. And your recollections are it's in—it was in the 138-139 range? Is that— 30 MR. G'ARDINER: 31 A. That's correct. 32 MR. G'ARDINER: 33 A. I can speak to production if that's good. 34 MR. G'ARDINER: 35 A. Yeah. Page 78 I MR. O'BRIEN: 36 MR. G'ARDINER: 37 A. That's correct. 38 MR. G'ARDINER: 39 Q. And your recollections are it's in—it was in the 138-139 range? Is that— 40 MR. G'ARDINER: 41 MR. O'BRIEN: 42 Q. And your recollections are it's in—it was in the 138-139 range? Is that— 43 MS. WILLIAMS: 44 MS. WILLIAMS: 55 A. 139. 65 MR. G'ARDINER: 56 A. 139. 66 MR. G'ARDINER: 57 A. That's correct. 87 MR. O'BRIEN: 99 Q. Is that right? O'kay. So, if I can—we can bring up Information I, page 39 of 118. 110 O'kay, maybe we can make that just—so, this is the one we talked about earlier, 2017 actuals. So, 2017 forecast there of 134, was that the budget? 18 MR. O'BRIEN: 19 Q. Yes. 20 MS. WILLIAMS: 110 A. I think that was the forecast after a period of time. 111 MS. WILLIAMS: 112 is the one we talked about earlier, 2017 actuals. So, 2017 forecast there of 134, was that the budget? 113 actuals. So, 2017 forecast there of 134, was that the budget? 114 A. And MS. Hutchens, I think would probably be best to speak to the change. 215 MR. O'BRIEN: 216 A. I think that was the forecast after a period of time. 217 A. And MS. Hutchens, I think would probably be best to speak to the change. 218 MR. O'BRIEN: 219 Q. O'Kay, all right. So, that would—would you 220 MS.			l	
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12 MS. WILLIAMS: 12 Q. So, the actuals turned out to be 130. So, you were—if you were at a budget of 138 or 139, you came in under that budget, down to 130, so, came in under that budget, down to 130, you came in under that budget, down to 130, you came in under that budget, down to 130, you came in under that budget, down to 130, you came in under that budget, down to 130, you came in under that budget, down to 130, you came in under that budget is 130. And your 2018 test year is 142. Is that something that you still think is necessary in terms of going forward?		•	l	· •
13 A. I can't comment on why that's 153. 14 MR. O'BRIEN: 14 139, you came in under that budget, down to 150. And your 2018 test year is 142. Is that something that you still think is necessary in terms of going forward? 16		· · · · · · · · · · · · · · · · · · ·	l .	
14 MR, O'BRIEN:	1		l	
15 130. And your 2018 test year is 142. Is that something that you still think is necessary in terms of going forward? 18 MR. O'BRIEN: 18 MR. O'BRIEN: 19 Q. So, once you've set your 2017 budget and—20 you're each responsible, I guess, for managing that budget in 2017, is that fair? 21 managing that budget in 2017, is that fair? 22 MS. WILLIAMS: 23 A. Correct. 23 A. Correct. 23 A. Yeah. 25 MR. O'BRIEN: 24 MR. O'BRIEN: 25 A. Yeah. 26 MR. O'BRIEN: 27 MR. O'BRIEN: 28 MR. O'BRIEN: 29 And your recollections are it's in—it was in the 138-139 range? Is that — 3 million, and that was—the variance there was frequently due to overtime and I'll just talk about that in a second as well. MR. O'BRIEN: 4 MR. O'BRIEN: 5 Q. Okay. MR. O'BRIEN: 6 MR. O'BRIEN: 6 MR. WILLIAMS: 7 A. That's correct. 8 MR. O'BRIEN: 6 MR. O'BRIEN: 6 MR. WILLIAMS: 7 A. That's correct. 8 MR. O'BRIEN: 6 MR. WILLIAMS: 7 A. That's correct. 8 MR. O'BRIEN: 6 MR. WILLIAMS: 7 A. That's correct. 8 MR. O'BRIEN: 6 MR. WILLIAMS: 7 A. But then, also there's some minor FTE 8 movements within the company. So, with regards to how mine contributes to the '18 budget which is also now in my group, 43 million compares to my '17 actuals of 43 million, you know, I feel like it's the appropriate investment for production component was, I think about 41½ million. And was detail was—the variance there was frequently due to overtime and I'll just talk about that in a second as well. MR. O'BRIEN: 8 MR. O'BRIEN: 10 MR. WILLIAMS: 11 MR. O'BRIEN: 12 MR. O'BRIEN: 12 MR. O'BRIEN: 13 MR. O'BRIEN: 14 MR. O'BRIEN: 15 MR. O'BRIEN: 16 MR. O'BRIEN: 17 MR. WILLIAMS: 18 MR. O'BRIEN: 19 MR. O		• • • • • • • • • • • • • • • • • • •	l	
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produce that was produced just for the 125 have put in place in 2017 in order to	23	MR. O'BRIEN:	23	Q. Are either of you able to comment about what

	6, 2018		NL Hydro 2017 GRA
	Page 81		Page 83
1	maintain a 130 operating cost versus the	1	they really need to see better cost control
2	budget, in particular in that year that was	2	by the management team, and so we heard that
3	added or –	3	and we respect and we receive it, so that's
4	MS. WILLIAMS:	4	where we're really working towards trying to
5	A. I think the gating session was certainly a	5	achieve and so I think you'll see some of
6	pretty significant one and I believe Ms.	6	those, you know, effected in the results
7	Dalley would have testified earlier to the	7	here and the same thing with regards to the
8	amount of vacancy that was achieved through	8	gating session, you know, that we are
9	that management, through that gating	9	cognizant of that impression and we are
10	session, and so that then obviously hits our	10	working hard to change it.
11	benefits on the salary line, on the labour	11	MR. O'BRIEN:
12	aspect, so that was, you know, continued	12	Q. Has that gating session been helpful for
13	through '17 and it continues into 2018, so	13	each of you in your departments, especially
14	that was a very material thing that would	14	in 2017?
15	have occurred in '17 to get us down, and	15	MS. WILLIAMS:
16	again, I think Ms. Hutchens would have some	16	A. Uh-hm.
17	discussions on some items, I don't want to	17	MR. LEBLANC:
18	go there because I'm sure I won't say it	18	A. Yes.
19	correctly, but I remember all the	19	MR. GARDINER:
20	accounting, EFP things I think that had a	20	A. And into 2018 as well.
21	fairly significant impact on last year as	21	MR. O'BRIEN:
22	well, that is really not, words of Ms.	22	Q. And into 2018 as well?
23	Hutchens' mouth, that wasn't in Hydro's	23	MR. GARDINER:
24	control, but there's some things there she'd	24	A. That's right. I mean, one of the measures
25	be better to speak to.	25	that we do have is a vacancy allowance, a
	Page 82		Page 84
1	(10:15 a.m.)	1	vacancy allowance and we're always very
2	MR. O'BRIEN:	2	keenly aware of that to actually meet or
3	Q. Would the Board's order from the last GRA	3	beat that in a lot of cases, so that was
4	which came out in December of 2016, would	4	something that's, you know, forefront of
5	that have had an impact on Hydro going	5	every time we'd get together and we'd talk
6	forward, one of the things the Board had		
1		6	about a gating session in terms of FTE
7	indicated was that, had given a disallowance	7	about a gating session in terms of FTE allocations, so –
7 8	indicated was that, had given a disallowance of salaries of 4 million dollars, were you	7 8	about a gating session in terms of FTE allocations, so – MR. O'BRIEN:
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	Page 85		Page 87
1	Q. Right.	1	MR. O'BRIEN:
2	MS. WILLIAMS:	2	Q. That you've overstated it?
3	A. So the rest of the group had to basically	3	MR. LEBLANC:
4	consciously say, okay, we're going to not	4	A. It's a form of cost control.
5	fill other positions and we're going to feel	5	MR. GARDINER:
6	the pain elsewhere in the organization	6	A. It's a form of cost control, we look at it,
7	because we all felt that that was the right	7	we're going to make sure that we do, you
8	thing to do, is to make room elsewhere in	8	know, we have the positions and that we fill
9	the company and that has occurred, you know,	9	the ones that we absolutely need and, of
10		10	· · · · · · · · · · · · · · · · · · ·
	on numerous occasions that, you know, we		course, part of the vacancy is when somebody
11	have set, so everyone has an allowance, but	11	leaves and you have time to fill or
12	that's just a budgeting thing. When it	12	whatever, certainly not to the extent of 55,
13	comes to the actual filling of positions, it	13	Mr. O'Brien, but you know, it's a cost
14	really is what is the most important	14	control and we want to make sure that those
15	position to fill at that point in time.	15	positions are put in the right places in the
16	MR. O'BRIEN:	16	corporation.
17	Q. And what's the overall allowance, say, in	17	MS. WILLIAMS:
18	2017, was there like a figure that was your	18	A. And any business, I think, evolves over time
19	overall target?	19	and so what it allows us to do is to say,
20	MS. WILLIAMS:	20	okay, just because this person left doesn't
21	A. I believe it was 61 was the achievement.	21	mean you automatically get that person back,
22	MR. LEBLANC:	22	and there's an example that has helped, in
23	A. I think the target, you know, subject to	23	Holyrood we would have had a vacancy of a
24	check and obviously Ms. Dalley could have	24	technical type person. We valuated
25	spoken to that, that the vacancy allowance	25	replacement of that person versus the
	Page 86		Page 88
1	was, I believe, 40, set by the Board and,	1	placement of a human resource professional
2	you know, we did achieve much better than	2	in Holyrood which really helped us make some
$\frac{1}{3}$	that.	3	gains on some other areas that we really
4	MR. O'BRIEN:	4	needed to focus on out there, for example,
5	Q. You achieved 60, I think was the overall	_	overtime, attendance, management, so you
6	figure.	6	know, it's a form of cost control, but it
7	MR. LEBLANC:	7	also helps us focus what is the right
8	A. 60, I believe.	8 9	positions required for the business as it
9	MS. WILLIAMS:		evolves.
10	A. And we've negotiated in the first settlement	10	MR. O'BRIEN:
11	agreement 55.	11	Q. And if you've set a target of 40 and you get
12	MR. LEBLANC:	12	to 60, is 60 closer to what you'd normally
13	A. 50, 55 for '18.	13	have over the last few years? Is it normal
14	MR. O'BRIEN:	14	that you'd be in the 40 range?
15	Q. So was there a plan then going forward to	15	MS. WILLIAMS:
16	focus on keeping that –	16	A. I think we had—I'd have to go back, I think
17	MS. WILLIAMS:	17	that's on the record as well with the number
18	A. We're not letting that go.	18	of FTEs there.
19	MR. GARDINER:	19	MR. LEBLANC:
20	A. That's it, we're done.	20	A. We'd have to go back and check.
21	MR. O'BRIEN:	21	MR. O'BRIEN:
22	Q. And does that tell you that you got too many	22	Q. It is on the record, I think.
23	people, too many positions or?	23	MS. WILLIAMS:
24	MR. GARDINER:	24	A. I think there was a year we hit 70 a few
	A. No.	25	years ago.
25	A. NO.	23	<i>y</i> c ars a go.

Page 89 Page 91 1 MR. O'BRIEN: the year to meet your budgets. 1 2 2 There was, yeah. MR. O'BRIEN: Q. 3 MS. WILLIAMS: 3 0. And did you have those reports in 2016 as 4 But that was, I think, prior to the outages 4 5 and I don't think we want to, you know, 5 MS. WILLIAMS: contemplate—we don't want to be held to a Yes, I think we had, yes. 6 6 7 number that is just that FTE number, we need MR. O'BRIEN: 7 8 8 the ability to decide what, the folks that All right, and I understand it's something 9 we need to hire at any point in time to have 9 that Mr. MacIsaac brought in when he was 10 that ability to put the right people in 10 president, is that correct, back in 2015? 11 place. 11 MR. LEBLANC: MR. O'BRIEN: 12 12 I would say that, yes. Α. I just don't recall seeing too many years MR. O'BRIEN: 13 13 14 with 40 in them. 14 And so after you got these O&M reports, 15 MS. WILLIAMS: 15 these monthly O&M reports, you've managed to That could be, again we negotiated 55, so maintain or keep your costs below what the 16 16 you know, we're moving forward to 55. test year costs were in 2016, 2017, is that 17 17 fair? 18 MR. LEBLANC: 18 19 I did not either. And of course now there's 19 MS. WILLIAMS: 20 settlements as 55, so and you know, from the 20 Because the 2016 test year costs would have 21 sessions that we've been to, we believe that 21 been the previous year which is a bit 22 55 is achievable and we're working very hard 22 cloudy. 23 23 MR. O'BRIEN: to do that. 24 24 MR. O'BRIEN: Yes, the 2015 test year costs were 132, Q. 25 O. And when you're going forward in 2017, Ms. 25 right, so you've had, in 2016 you had those Page 90 Page 92 1 1 Dalley talked about some O&M reports that O&M reports and were of assistance and in you would get on a monthly basis, do each of 2 2 2016 you got your costs down to 123 along 3 3 you get those? with other cost reduction focusses; in 2017 MR. LEBLANC: 4 you got them down to 130, and was this 4 5 5 Yes. partially because you got this regular O&M A. MR. GARDINER: 6 report to have a look at and maintain or is 6 7 7 it-A. Yes. 8 8 MS. WILLIAMAS: MS. WILLIAMS: 9 9 A. Yes. A. It could be, but again I know for me, I can only speak to production because you're 10 MR. O'BRIEN: 10 talking about the roll up, right, so I think Okay, and how helpful have they been in—what 11 11 kind of assistance have they given you in you'd have to speak with every group 12 12 maintaining your budget, managing your 13 individually to understand exactly the 13 budget to what you have set? driving for achieving that. 14 14 15 MR. LEBLANC: 15 MR. O'BRIEN: 16 A. Again, it's like any tool, it tells you 16 Q. But has it been helpful for you guys? 17 where you are if you're on track, if you're MS. WILLIAMS: 17 behind or if you're spending too vigorously It is a help, absolutely, every organization 18 18 19 and if you're, say you have a training would have, you know, a monthly review or 19 20 allowance and it's all gone by, or 80 20 bi-weekly, every two months to review and 21 percent gone by the end of March, okay, see where we are and make adjustments. 21 you're going to have to put the brakes on 22 22 MR. O'BRIEN: 23 and say, okay, what are we doing here? So And you tend to keep those reports? 23 Q.

24

25

MS. WILLIAMS:

Absolutely.

it lets you know how you're doing year to

date and how you have to manage the rest of

24

25

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	Page 93		Page 95
1	MR. GARDINER:	1	the challenges that I see is that we're
2	A. Absolutely.	2	talking to our employees, we're trying to
3	MR. O'BRIEN:	3	bring everybody on board with a cost
4	Q. I'm going to ask each of you this question	4	control, how do you do things better
5	and the answer might be different and I	5	concept, all coupled with we still have to
6	imagine it will be. Mr. Gardiner, what's	6	keep the lights on, so it's helping
7	the biggest challenge for you in your	7	employees not make decisions that compromise
8	department when it comes to cost control?	8	reliability, but also still make decisions
9	MR. GARDINER:	9	that are conscious of cost control, so it's
10	A. Salaries and benefits.	10	finding, it's helping—the challenge for all
11	MR. O'BRIEN:	11	of us is helping the employees strike a
12	Q. Salaries, yes.	12	balance in their decision making every day.
13	MR. GARDINER:	13	That's, I think, probably the biggest
14	A. Salaries is the, you know, in an engineering	14	challenge in front of us in addition to also
15	department, I mean your most important	15	things that get thrown your way from a
16	resource is your people, as it is in Hydro,	16	reliability perspective, but really helping
17	but it's maintaining our FTEs and our people		that cost control message get out there, not
18	on our bench to do the work that we need to	18	at the sacrifice of reliability.
19		19	MR. O'BRIEN:
1	do, both for capital and operating.		
20	MR. O'BRIEN:	20	Q. And we talked about the O&M reports, I
21	Q. Same thing for you, Mr. LeBlanc?	21	understand you have regular cost control
22	MR. LEBLANC:	22	meetings, is that fair and is that when you
23	A. Staffing levels are difficult, there is also	23	discuss O&M reports or is that a different
24	in my area is storms, and storm response,	24	kind of a –
25	you can't predict how many storms you are	25	MS. WILLIAMS:
1	D 04		
1 .	Page 94		Page 96
1	going to have, how many outages you're going		A. That's when the senior leadership discusses
1 2	going to have, how many outages you're going to have and lots of times the storms don't	2	A. That's when the senior leadership discusses it, but those meetings occur within our
1 2 3	going to have, how many outages you're going to have and lots of times the storms don't follow Monday to Friday, 8 to 4. They are	2 3	A. That's when the senior leadership discusses it, but those meetings occur within our departments as well.
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	Page 97		Page 99
1	have them?	1	(10:26 a.m.)
2	MS. WILLIAMS:	2	MS. GLYNN:
3	A. Once a month.	3	Q. Noted on the record.
4	MR. O'BRIEN:	4	MR. O'BRIEN:
5	Q. And we've seen some indication and a number	l	Q. So what input do you have or contact do you
6	of individuals have testified about an	6	have with that productivity team, each of
7	aggressive approach to cost control into the	7	you can provide me with what you—Mr.
8	future, is that something different than	8	Gardiner, what –
9	what you've had before?	9	MR. GARDINER:
10	MR. GARDINER:	10	A. Yes, absolutely. I know one of the things
111	A. I think that that is the intent of the cost	11	that the productivity team did is that they
12	control meetings.	12	set up meetings with all of our staff, our
13	MR. O'BRIEN:	13	different staffs. I know in engineering
14	Q. And I guess part of that Mr. Haynes and Ms.	14	each of my employees were attending a
15	Dalley talked about a productivity team	15	productivity team meeting where they talked
16	being put in place, are any of you on that	16	about the intent of what we were looking
17	team?	17	for. They gathered up ideas from my staff
18	MR. LEBLANC:	18	as to what we should be doing and what we
19		19	•
20	A. Not specifically on the team, but we have	20	can do in terms of productivity and
1	input into it.	l	innovation and that's, they were feeding
21	MS. WILLIAMS:	21	that into the team. I know that that was
22	A. And they report to us as well their success.	22	done. I had a person in my group that
23	MR. O'BRIEN:	23	coordinated all of those meetings and the
24	Q. All right, let me ask you about that sort	24	team came down and met with all my team
25	of, that team itself, I understood from	25	members, everyone attended those sessions.
	Page 98		Page 100
1	earlier testimony that there isn't a written	1	I made sure that they did. They had input
2	mandate for that team, has there been	2	and the input was given back to the team for
3	something put together since April that you	3	analysis and to look at what we could be
4	know of?	4	doing, and it wasn't just necessarily around
5	MS. WILLIAMS:	5	engineering as well, it was around, you
6	A. There actually is a written mandate, the	6	know, some of these people had been in Hydro
7	terms of reference for that team.	7	for 30, 35 years; some had been one or two
8	MR. O'BRIEN:	8	years, so new ideas and various things. So
9	Q. Terms of reference, okay.	9	that was one of the things that we did do in
10	MR. GARDINER:	10	engineering was to make sure that each one
11	A. The executive that is the sponsor for the	11	of our employees had the opportunity to meet
12	teams is vice-president of Finance, Ms.	12	with the team in small groups, to have a
13	Hutchens, and she's probably the better one	13	discussion to look at how we do our business
14	to speak to that.	14	and anything that we could see as an
15	MR. O'BRIEN:	15	improvement.
16	Q. And have you seen the terms of reference?	16	MR. O'BRIEN:
17	MS. WILLIAMS:	17	Q. And did you get any recommendations yet from
18	A. We all signed off on it.	18	that team as to what you can –
19	MR. O'BRIEN:	19	MR. GARDINER:
20	Q. You all have copies of it.	20	A. Not right now. I know that our input was
21	MR. GARDINER:	21	gathered, I'm not sure what stage it is
22	A. Yes.	22	right now, but is in the process of being
23	MR. O'BRIEN:	23	given to that team.
24	Q. I wonder if we can get an undertaking to	24	MR. O'BRIEN:
25	provide a copy of that for the record.	25	Q. And do you have any idea, any timeline when
	1 1 2		J , J

	Page 101		Page 103
1	you expect to receive input?	1	looked at, and they will be evaluated and
2	MR. GARDINER:	2	they will be prioritized because you may get
3	A. From the productivity team?	3	an influx and I'm not sure how many there
4	MR. O'BRIEN:	4	have been, so I'm just making this up, they
5	Q. From the productivity team, for your	5	may have gotten 500. You can't do all 500
6	department specifically?	6	at once, so they're looked at, they're
7	MR. GARDINER:	7	evaluated, they're prioritized. So all of
8	A. No, I haven't been given a firm timeline,	8	my staff or the people underneath me have
9	but I would suspect that the report that we	9	had that opportunity to submit and people
10	would get it at the executive meeting once	10	are still submitting today. Like, there's
11	we get through this panel hearing we'll be	11	no cut off, whenever you have an idea,
12	meeting and, you know, we'll be given an	12	submit it in.
13	executive review and we'll look at, I would	13	MR. O'BRIEN:
14	imagine, and what they've done in the past	13	
15	is report as a group, both in all of our	15	
1		16	met – MS. WILLIAMS:
16	areas to see, because some of the things		
17	that I may be doing may affect, you know,	17	A. Yeah, same thing, they've done sort of the
18	generation and transmission, or vice versa,	18	road show across the province and met with
19	maybe there's something different that we	19	everybody and when you talk to the folks
20	could be doing, right.	20	that are on the team, this group of four,
21	MR. O'BRIEN:	21	you know, I think they have sort of reported
22	Q. So that all has to dovetail, I guess, with	22	that when they go in the room, there are
23	what everyone else is doing.	23	some people that are like, what's this
24	MR. GARDINER:	24	about? They're not really sure, but at the
25	A. Absolutely, yeah, you want to make sure	25	end of it they do, the employees out in the
			· · · · · · · · · · · · · · · · · · ·
	Page 102		Page 104
1	that, and what the mandate that, you know, I	1	Page 104 field on the frontlines really do have
2	that, and what the mandate that, you know, I believe that we're looking for is	2	Page 104 field on the frontlines really do have really great ideas and exactly, there is
2 3	that, and what the mandate that, you know, I believe that we're looking for is sustainable. I know we are going to use	2 3	Page 104 field on the frontlines really do have really great ideas and exactly, there is this roll up of information that's going in,
2 3 4	that, and what the mandate that, you know, I believe that we're looking for is sustainable. I know we are going to use that word quite a bit, sustainable change,	2 3 4	Page 104 field on the frontlines really do have really great ideas and exactly, there is this roll up of information that's going in, but I am privy to a couple that are sort of
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Page 105 Page 107 1 combination of the large items and the small 1 MS. WILLIAMS: 2 items together that's, you know, that's been 2 A. Yes. MR. LEBLANC: 3 a focus for us this year. 3 4 MR. O'BRIEN: 4 Yes. Α. 5 So if we expect at some point for the 5 MR. GARDINER: Q. 6 productivity team to have some Yes. 6 A. 7 recommendations, will those recommendations MR O'BRIEN: 7 8 affect cost in either test year? 8 And if these productivity measures aren't 9 9 MS. WILLIAMS: seen to benefit customers, are there any 10 I expect they will because some of the ideas 10 other productivity measures that you expect are new and would not have been contemplated to benefit customers that are in place? 11 11 when the budgets were created. 12 12 MS. WILLIAMS: MR. O'BRIEN: 13 Yes, I mean, I just touched—for myself—I 13 14 Q. Right. 14 just touched on a couple in the production 15 MS. WILLIAMS: 15 group a few moments ago. Again, the use of So I expect that Ms. Hutchens may talk about the imports that will benefit customers 16 16 17 how that could or should be addressed as 17 because we're offsetting, you know, fuel. 18 opposed to this, but yeah, I expect that 18 Customers will see that. Overtime control 19 there will be a knock-on effect in the test 19 that will roll into the future, how we are 20 20 years for the things that we're going to managing overtime and attendance managements 21 implement. Some things are implemented 21 that will—customers will certainly benefit 22 today, tomorrow; some might take, you know, 22 that through their rates, again, how that 23 as Mr. LeBlanc mentioned, if there's, you 23 gets captured. The fuel premium was 24 negotiated for the remaining couple of years know, 200 of these, we can't get at the 200 24 of the contract. I believe we saved around 25 of them on July 1st of 2018. 25 Page 108 Page 106 MR. O'BRIEN: 1 two million dollars a year with the 1 2 2 renegotiation of the fuel premium in the Q. Sure 3 MS. WILLIAMS: 3 supply contract that we currently have. We 4 We're going to have to, you know, sort of 4 are shutting units early at Holyrood using A. 5 stage them because they might require, you 5 the maritime line and I guess we'll be using 6 know, contracting differently. They might 6 the Labrador link and we'll be shutting 7 require, you know, hiring a different 7 units early, starting them late. That will 8 resource as opposed to this person, so it is 8 be fuel savings that customers will see. 9 going to take time to implement all of them, 9 So, I think there's absolutely some things 10 but there will be and I'm sure some impact 10 that customers are going to benefit from with regards to those productivity measures on a test year basis from a budget 11 11 12 that the Board is expecting of us. 12 perspective. MR. O'BRIEN: 13 13 MR. O'BRIEN: That fuel premium, is that built into the 14 O. And will customers see that impact? 14 15 MS. WILLIAMS: 15 test year, that savings, do you know? 16 A. Again, I'd probably prefer if Mr. Fagan and 16 MS. WILLIAMS: 17 Ms. Hutchens roll that exactly into that 17 a. It might be. I'm trying to think of the discussion. 18 timing of when the fuel premium was 18 19 19 MR. O'BRIEN: renegotiated. I'd have to get Ms. Hutchings 20 0. In reading the last order from the GRA were 20 to say exactly when that was rolled into the you aware that the Board had made some 21 21 test year. 22 comments concerning challenging Hydro to 22 MR. O'BRIEN: 23 find ways to see productivity measures 23 Q. Okav. 24 implemented before the next GRA? Are you 24 MS. WILLIAMS: 25 all aware of that? 25 If it was rolled into the test year, the

July 10	5, 2018		NL Hydro 2017 GRA
	Page 109		Page 111
1	timing of it.	1	MR. GARDINER:
2	MR. O'BRIEN:	2	A. No.
3	Q. Have there been any reports from the	3	MR. O'BRIEN:
4	productivity team at all to executive?	4	Q. Did you consider doing that at all, setting
5	MS. WILLIAMS:	5	
1			a target for each department of production?
6	A. I think we've had some meetings where	6	MS. WILLIAMS:
7	they've come and updated us on status. I	7	A. I don't recall that as being allocated
8	don't –	8	specifically, no, or being discussed as
9	MR. O'BRIEN:	9	being allocated, no.
10	Q. Any written reports?	10	MR. O'BRIEN:
11	MS. WILLIAMS:	11	Q. I'm going to ask you some question just
12	A have a paper report.	12	about some specific costs in each of your
13	MR. O'BRIEN:	13	areas. I do want to focus a little bit on
14	Q. Okay.	14	labour costs an there's a few documents that
15	MR. O'BRIEN:	15	I might jump back and forth amongst. So,
16	Q. There's a productivity allowance built into	16	maybe I can get those brought up so they're
17	the 2018 and 2019 test years of	17	there. The first one is NP-NLH-12. And the
18	approximately a million dollars, I guess,	18	next one that I'm going to turn to as well
19	for each year. Are you all aware of that?	19	is, and maybe we can have handy is
20	MS. WILIAMS:	20	Undertaking 27 and Undertaking 28. So, I
21	A. Um-hm.	21	might jump around between those three. So,
22	MR. LEBLANC:	22	if we look at NP-NLH-12, Attachment 1, some
$\begin{vmatrix} 22 \\ 23 \end{vmatrix}$		23	
$\begin{vmatrix} 23 \\ 24 \end{vmatrix}$	A. Yes. MR. GARDINER:	23	labour related costs by functional area
25			here. Let me ask first, in terms of
1 / 3			
25	A. We are.	25	functional areas, would there be someone on
	Page 110		Page 112
1	Page 110 MR. O'BRIEN:	1	Page 112 this panel responsible for information and
1 2	Page 110 MR. O'BRIEN: Q. Now, it's been described as, I guess, a	1 2	Page 112 this panel responsible for information and operations technology?
1 2 3	Page 110 MR. O'BRIEN: Q. Now, it's been described as, I guess, a self-composed target. Do you think that's	1 2 3	Page 112 this panel responsible for information and operations technology? MR. GARDINER:
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	Page 113		Page 115
1	MS. WILLIAMS:	1	Q. And if we—actually it might help if we pull
2	A. They don't?	2	up Undertaking 27 and just go to attachment
3	MR. GARDINER:	3	1, page 2. So, Ms. Dalley had provided—is
4	A. They do not, no. They –	4	this 27? No, no, sorry, Undertaking 27,
5	MR. O'BRIEN:	5	Attachment 1, page 2, scroll down. That's
6	Q. Yes, I compared them last night and I don't	6	not the right one. Bear with me. That's 28
7	think they do.	7	I think. If you're taking 27, we could have
8	MR. GARDINER:	8	an updated table for NP—that's undertaking
9	A. They do not.	9	28, can we pull up 27 again? That doesn't
10	MS. WILLIAMS:	10	look like it's the right document.
11	A. Okay.	11	Undertaking 27 should have an update from
12	MR. GARDINER:	12	NP-NLH-11. Here we go. Okay. So, for 2016
13	A. They do not. Well, not in the engineering	13	there's a reduction there, sorry, from 2015
14	and IT, OT –	14	to 2016 there's an actual reduction from 352
15	MR. O'BRIEN:	15	to 336.
16	Q. Yes, if we look at Information 1 here,	16	MR. LEBLANC:
17	labour related costs for, let's say 2016,	17	A. Yes.
18	the labour related costs up in the first	18	MR. O'BRIEN:
19	line there for 2016 actual is 64,481 and	19	Q. So, there's a 16 FTE reduction. That
20	then you got employee benefits and overtime	20	wouldn't account for 3.3 million in costs,
21	underneath it.	21	would it?
22	MR. GARDINER:	22	MR. LEBLANC:
23	A. Correct.	23	A. I do not think so.
24	MR. O'BRIEN:	24	MR. O'BRIEN:
25	Q. For a total of 77 and if we go back to 12,	25	Q. Do you know if there was any other reason
 	Page 114		Page 116
1	we see labour related costs for 2016 as	1	for –
2	64,481, so it doesn't have the overtime.	2	MR. LEBLANC:
3	So, we're just dealing with, I presume,	3	A. No, I haven't examined the drop from 15 to
4	salaries and bonuses. Is that fair?	4	16. When I started, I worked on a go-
5	MR. LEBLANC:	5	forward basis.
6	A. Correct.		
7		6	MR. O'BRIEN:
		6 7	MR. O'BRIEN: O. Am I better to bring that up with Ms.
1 8	MR. O'BRIEN:	7	Q. Am I better to bring that up with Ms.
8 9	MR. O'BRIEN: Q. Anything else thrown in there, do you think?	7 8	Q. Am I better to bring that up with Ms. Hutchens?
9	MR. O'BRIEN: Q. Anything else thrown in there, do you think? MR. GARDINER:	7 8 9	Q. Am I better to bring that up with Ms. Hutchens? MR. LEBLANC:
9 10	MR. O'BRIEN: Q. Anything else thrown in there, do you think? MR. GARDINER: A. Not that I'm aware of.	7 8 9 10	Q. Am I better to bring that up with Ms. Hutchens? MR. LEBLANC: A. Yes.
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9 10 11 12 13 14 15 16 17 18 19 20 21 22	 MR. O'BRIEN: Q. Anything else thrown in there, do you think? MR. GARDINER: A. Not that I'm aware of. MR. O'BRIEN: Q. So, I'm going to start with you, Mr. LeBlanc, just where it's the first on the list there, transmission and distribution. For 2016 and I don't know if you can comment on this where you weren't there until 2017, but there's a reduction there of 3.3 million from 2015 to 2016. MR. LEBLANC: A. That's correct. MR. O'BRIEN: Q. Is that a result of reduction in FTEs? 	7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	 Q. Am I better to bring that up with Ms. Hutchens? MR. LEBLANC: A. Yes. MR. O'BRIEN: Q. Okay. So you wouldn't know if there was any elimination of any positions between 2015 and 2016 in transmission and distribution? MR. LEBLANC: A. Not that I'm aware of that there was any program or anything to do so. MR. O'BRIEN: Q. I was going to ask you next, Mr. Gardiner. MR. GARDINER: A. Oh yes, I do, in fact. Those reduction are

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MR. O'BRIEN:

information and operational technology.

Page 117 Page 119 1 MR. O'BRIEN: 1 0. So, some of the money would have stayed 2 there with you, but the FTEs would have 2 Q. Alright. And what was the total FTEs that moved? Was it all 16 there. 3 moved there. Now, that's for three of them. 3 4 MR. GRADINER: 4 What about, I mean, it looks like a 15 – 5 5 Yes, it was. MR. GARDINER: A. (10:45 a.m.) 6 Storekeepers, there were some changes there 6 7 7 and Ms. Hutchens could speak more to that. MR. O'BRIEN: 8 8 And was there any other reason for the MR. O'BRIEN: Q. reduction in costs other than FTEs because 9 9 And so would money have stayed in your camp for that and then the FTEs would have went -10 there is a 3.3 million dollar reduction. 10 MR. GARDINER: 11 11 MR. LEBLANC: 12 I'm not really familiar with that. I know 12 Yes. Α. the FTEs did move, those resulted in that MR. O'BRIEN: 13 13 and the subsequent budget also came with 14 14 Okay. And 2017 there was a forecast up to 15 that. 15 334, is that right? MR. O'BRIEN: MR. LEBLANC: 16 16 Was there any capitalization of labour costs 17 Correct. 17 Q. Α. in that year that might account for that? 18 18 MR. O'BRIEN: 19 MR. GARDINER: 19 But the actuals were -20 There is, absolutely. 20 MR. LEBLANC: Q. 21 MR. O'BRIEN: 21 A. 321 22 Alright. So, if we go back to NP-NLH-12, so MR. O'BRIEN: 0. 22 by 2016 actual, you're at 27 million and 23 23 And 2018 there's a forecast up to 329, is forecast for 2017, 2018 and even into 2019 24 24 there a reason why there's a forecasted 25 all seems fairly stable, is that fair? 25 increase in the FTEs in the 2018? Page 118 Page 120 MR. GARDINER: 1 1 MR. LEBLANC: 2 2 Again, we did expand slightly with the NLSO. Α Yes 3 MR. O'BRIEN: 3 There are more duties to do with integrating 4 Yes, okay. Now, if we pull up Undertaking with the North American grid. Q. 4 5 27 again. So, the labour costs appear 5 MR. O'BRIEN: 6 stable there going across into the test 6 And so of those FTEs, are those positions O. 7 years. From 2017 there was a reduction from 7 that are moved, that are created in the 8 8 2016 again by 15 FTEs, yet the labour costs NLSO? 9 9 were stable. MR. LEBLANC: Five of those positions were transferred 10 10 MR. LEBLANC: A. from Holyrood. And then we also Some of the FTEs, there was a few chances in 11 11 the area, like, production planning had 12 incorporated one new position with the NLSO, 12 moved from my area into Ms. Williams' area, 13 Manager Reliability Standards and Commercial 13 yet the money stayed in my area for the Compliance which is a new position. 14 14 15 vear, but the head count moved over. It MR. O'BRIEN: 15 16 would be one area. 16 Q. What about the other two FTEs? MR. O'BRIEN: 17 MR. LEBLANC: 17 I'm not sure exactly. 18 How much would that be in terms of FTEs? 1 18 Q. 19 mean, how many are we talking? 19 MR. O'BRIEN: MR. LEBLANC: 20 20 And you check on that and let me know? Two individuals. MR. GARDINER: 21 21 22 22 We can do that. MS. WILLIAMS: A. 23 It's three. The third position was vacant 23 MS. GLYNNE: 24 for a period, but it's just filled. 24 0. We'll note that as an undertaking.

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MR. O'BRIEN:

(10:49 a.m.)

Page 121 Page 123 MR. O'BRIEN: 1 NL-NLH-12, Attachment 1 updated for 2017 1 2 Okay. And so the five that moved from 2 actuals, can you do that? Q. MS. GLYNN: 3 Holyrood, they were in production before? 3 MS. WILLIAMS: 4 4 Noted as an undertaking. Q. 5 They were, the employees, but the FTE didn't 5 (10:51 a.m.) Q. 6 move, so it was basically a net increase in 6 MR. O'BRIEN: 7 NLSO, so those positions were thermal plant 7 If we can go back to, sorry, stay at this 8 8 operators and so they had to be replaced. one, we had 15 less FTEs in 2017, so the 9 9 So, there's no decrease in Holyrood reason for—there was a number of them there 10 associated with those -10 that you said costs stayed in your camp, but the FTEs were left. 11 MR. O'BRIEN: 11 12 12 Okay, so they were replaced because there's MR. LEBLANC: Q. five moved out of the -13 13 Α. Yes. 14 MS. WILLIAMS: 14 MR. O'BRIEN: 15 Correct. 15 Was that for all 15? A. O. MR. O'BRIEN: MR. LEBLANC: 16 16 Okay. So, in 2017, sorry, 2018, apart from Again, I'd have to check on that. 17 Q. 17 MR. O'BRIEN: 18 those 8, going into the test years you 18 19 expect that in those years you were going to 19 Can you check on that for me because I'm Q. 20 20 maintain the same FTEs and just wondering why the cost would remain the 21 MR. LEBLANC: 21 same with that many FTEs moving, can you 22 check on that for me. 22 A. That's correct. 23 23 MR. O'BRIEN: MS. GLYNNE: 24 24 Q. Okay. So, I presume for those that are Q. And we'll note that as an undertaking as 25 added in 2017 or 2018, they went through the 25 well. Page 122 Page 124 1 gating process? 1 (10.52 a.m.)2 MR. LEBLANC: 2 MR. O'BRIEN: 3 The ECC operators went through the E LAC 3 Q. So, if you're expecting 2018 and 2019 test A. (phonetic) from the production area, but the years at 27 million in your camp, Mr. 4 4 5 manager of Reliability Standards and 5 LeBlanc, is the actuals for 2017 came out 6 Commercial Compliance went through the 6 lower, would you have overstated your 2018 7 gating session. 7 and 2019 test years. 8 MR. O'BRIEN: 8 MR. LEBLANC: Could you repeat the question? 9 And this would have been a new thing anyway 9 A. Ο. for NLSO into that year. 10 MR. O'BRIEN: 10 MR. LEBLANC: So, if your 2017 actuals are actually lower 11 11 than what's forecast there. 12 A. Yes. 12 MR. O'BRIEN: MR. LEBLANC: 13 13 Okay. Do you know if your 2017 actual 14 14 A. In FTEs or in dollars? labour costs are in line with—if we go back 15 15 MR. O'BRIEN: 16 to NP-NLH-12, this actual chart doesn't have 16 Q. No, in dollars, would you think that you 17 the 2017 actuals broken down by functional 17 actually overstated the labour costs for '18 18 area. Do you know if your 2017 actual and '19? 18 labour costs were in line with that, with MR. LEBLANC: 19 19 20 your forecast? 20 A. No. 21 MR. LEBLANC: 21 MR. O'BRIEN: 22 I believe they were, but I can't state for 22 And why not? Q. A. 23 23 MR. LEBLANC: certain. 24 24 Because those are based on a certain number MR. O'BRIEN: I wonder if we can get that chart updated, 25 25 of FTEs and their full salaries are in

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1	there, there's no transfer in and out.	1	that fair?
2	MR. O'BRIEN:	2	MS. WILLIAMS:
3	Q. Okay. Was there any increase in overtime	3	A. Correct.
4	allotted in '18 and '19 test years in your	4	MR. O'BRIEN:
5	department?	5	Q. Okay. I wonder if we can pull up
6	MR. LEBLANC:	6	Undertaking 27. So, for 2015 to 2016 there
7	A. There's a decrease forecast in overtime for	7	was an addition of 11 FTEs in your area, but
8	2018 and 2019 test years.	8	the salaries were fairly stable. Can you
9	MR. O'BRIEN:	9	tell me why that was?
10	Q. Okay. And the 2108 test year, have you	10	MS. WILLIAMS:
11	added any more FTEs this year since the	11	A. Likely, it was due to a mix of who was being
12	beginning of the year?	12	hired, I guess, and for example if somebody
13	MR. LEBLANC:	13	went out and somebody went in, there would
14	A. No net increase in FTEs.	14	be a salary difference and I think on the
15	MR. O'BRIEN:	15	previous file that you had that was on a
1			forecast basis, I think the differential
16	Q. Is there any plan in your department to add		,
17	anymore this year?	17	between the two years was more 800,000 as
18	MR. LEBLANC:	18	opposed to the 1.3 million that's noted
19	A. No.	19	there. So, this is more to do with the
20	MR. O'BRIEN:	20	kinds of positions that would have been in
21	Q. No. And now about for 2019?	21	place.
22	MR. LEBLANC:	22	MR. O'BRIEN:
23	A. No.	23	Q. This would be actual FTEs, right?
24	MR. O'BRIEN:	24	MS. WILLIAMS:
25	Q. Okay. Is there any movement in your	25	A. Yes.
	Page 126		Page 128
	E		1 agc 120
1	department to control salaries or anything	1	MR. O'BRIEN:
1 2	e	1 2	=
1	department to control salaries or anything		MR. O'BRIEN:
2	department to control salaries or anything like that for the near future?	2	MR. O'BRIEN: Q. So, the previous one was actual costs.
2 3	department to control salaries or anything like that for the near future? MR. LEBLANC:	2 3	MR. O'BRIEN: Q. So, the previous one was actual costs. MS. WILLIAMS:
2 3 4	department to control salaries or anything like that for the near future? MR. LEBLANC: A. Some salaries have been red circled, but	2 3 4	MR. O'BRIEN: Q. So, the previous one was actual costs. MS. WILLIAMS: A. Right.
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2 3 4 5 6 7	department to control salaries or anything like that for the near future? MR. LEBLANC: A. Some salaries have been red circled, but that would be more of a HR function. So, I would defer that to the HR department or Ms. Dalley. MR. O'BRIEN:	2 3 4 5 6 7	 MR. O'BRIEN: Q. So, the previous one was actual costs. MS. WILLIAMS: A. Right. MR. O'BRIEN: Q. So, there was an actual cost difference of 200,000, but there's an actual FTE increase. MS. WILLIAMS:
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1	you know, having—you can control overtime by	1	MR. O'BRIEN:
2	having more FTEs, obviously. So, it can be	2	Q. With budget.
3	an outcome in the FTE depending on the	3	MS. WILLIAMS:
4	amount of overtime that you are executing.	4	A. No. I alluded to earlier that the budget in
5	MR. O'BRIEN:	5	production was actually over budget in 2107.
6	Q. And does it matter that the costs didn't	6	MR. O'BRIEN:
7	include overtime, that we looked at those	7	Q. And for labour, was that inclusive of
8	labour costs before and they were just	8	overtime?
	straight labour costs without overtime.	9	MS. WILLIAMS:
10	MS. WILLIAMS:	10	A. Yes.
11	A. Okay. Right, so I guess is why if I had the	11	MR. O'BRIEN:
12	overtime next to that, I think that would	12	
1	· · · · · · · · · · · · · · · · · · ·	13	Q. And do you know about labour exclusive of overtime.
13	help sort of tie it together. MR. O'BRIEN:		MS. WILLIAMS:
14		14	
15	Q. Okay. Alright, so for—going forward then,	15	A. I believe on a salary basis it was about
16	maybe this is a good time to take a break.	16	800,000. I got to reconcile this in my
17	MS. GLYNNE:	17	head.
18	A. Did you want to note that as an undertaking?	18	MR. O'BRIEN:
19	MR. O'BRIEN:	19	Q. Sure, okay.
20	Q. No, that's fine, I think. I'm more looking	20	MS. WILLIAMS:
21	forward anyway. Maybe this is a good time,	21	A. So, '17 budget and forecast. Yeah, I think
22	it's 11:00.	22	it was similar on the salary side in '17,
23	(RECESS – 10:58 a.m.)	23	but over in overtime was the material
24	(RESUME – 11:30 A.M.)	24	component. And as I think Mr. LeBlanc
25	CHAIR:	25	mentioned tangled up a little bit -
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1	Q. Back to you, Mr. O'Brien.	1	MR. O'BRIEN:
2	MR. O'BRIEN:	2	Q. Yes.
3	Q. Okay, I think we left off, Ms. Williams,	3	MS. WILLIAMS:
4	where we were talking about some of the	4	A is some of the moves of departments
5	labour costs in production department. I	5	throughout the organization. So,
6	wonder if we could bring up—yeah, here we	6	storekeepers moved from, well Mr. LeBlanc's
7	go, thank you. So, for the 2017 forecast	7	and my department into Ms. Hutchens'
8	we've got there, there's an increase that	8	department.
9	was forecasted 2017 up from 2016 actuals.	9	MR. O'BRIEN:
10	And we see about a 1.4 million dollar	10	Q. Okay.
11	increase at that point. I wonder if we	11	MS. WILLIAMS:
12	could pull up Undertaking 27 again. I just	12	A. And then also from Mr. LeBlanc's group into
13	want to compare that to what FTEs were	13	my group was the Resource and Production
14	there. So, in 2017 actuals you were, or	14	Planning Group. So, from a budget to an
15	sorry, forecast you were forecasting an	15	actuals perspective, it throws things off a
16	increase of 3 there, right. Is that right,	16	little bit.
17	from 2016 actuals to 2017 forecast?	17	MR. O'BRIEN:
18	MS. WILLAIMS:	18	Q. Okay, so that, say, 210, that forecast for
19	A. Correct.	19	2016 in 2017 you had—were you forecasting to
20	MR. O'BRIEN:	20	add in people from Mr. LeBlanc's area in
21		21	* *
22	Q. And you actually had, 2017 you had 210. Do you know if the 2017 costs were in line with	22	2017 or did they just actually come into the figured of 210?
23	what was forecast?	23	MS. WILLIAMS:
1			
24	MS. WILLIAMS:	24	A. So, when the forecast—I'm trying to think about the timing for a moment. The timing
25	A. Forecast with budget.	25	ala ant that treatment and are are the first tree.

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	Page 133		Page 135
1	of the move of those folks would have been	1	210, you've got an increase—do you know if—
2	likely before the budget was created, sorry,	2	you got an increase you mentioned in terms
3	after the budget was created and depending	3	of about, was it about 800,000 in salary.
4	on the timing of this document when that	4	MS. WILLIAMS:
5	forecast was created because obviously the	5	A. Eight hundred thousand lower in salaries in
6	forecast would change potentially throughout	6	'16 versus '17, yes. So, yes, an
7	the year. So, I would have to know the	7	\$800,000.00 increase in '17 compared to '16.
8	timing of when this document was created and		MR. O'BRIEN:
9	what date of the forecast it's reflecting.	9	Q. And do you reconcile that with the fact that
10	MR. O'BRIEN:	10	there was three people in, three FTEs that
11	Q. Okay. And in terms of the actuals, if the	11	were being paid for out of Mr. LeBlanc's
12	actuals had gone up for 2017, you were	12	budget?
13	forecasting an increase, did you know when	13	MS. WILLIAMS:
14	you forecasted the increase in 2017 that you	14	A. I got to think again now, comparing all
15	were going to have some of Mr. LeBlanc's	15	these separate documents in my head. You're
16	people in your camp that were being paid for	16	asking me to do math on the stand which is
17	out of his budget?	17	not a very good thing.
18	MS. WILLIAMS:	18	MR. O'BRIEN:
19	A. Again, I'd have to think about the timing of	19	Q. Find it hard enough to do off the stand.
20	that forecast, but the decision to move, I	20	MS. WILLIAMS:
21	think, say, the three FTEs on a go forward	21	A. Yes, I need a table to work this out. The
22	basis, the Resource and Production Planning	22	three FTEs, you're talking about from the
23	Group would have been three. That occurred	23	actual to the forecast. So, again, I'd
24	in spring of 2017.	24	probably have to think about what has gone
25	MR. O'BRIEN:	25	on over the last number of years. Because
25	Page 134		Page 136
1	Q. Okay.	1	- I
1 1		I I	if you go back to 2015 there's been some
1 2		$\frac{1}{2}$	if you go back to 2015 there's been some changes, you know across the production
$\frac{2}{3}$	MS. WILLIAMS:	2 3	changes, you know, across the production
3	MS. WILLIAMS: A. So, if this forecast, for example, depending	3	changes, you know, across the production groups since then. For example, the gas
3 4	MS. WILLIAMS: A. So, if this forecast, for example, depending on when the forecast was created, I'd have	3 4	changes, you know, across the production groups since then. For example, the gas turbine group has been better resourced.
3 4 5	MS. WILLIAMS: A. So, if this forecast, for example, depending on when the forecast was created, I'd have to know to say if that was contemplated when	3 4 5	changes, you know, across the production groups since then. For example, the gas turbine group has been better resourced. We've added, within production, in '16, part
3 4 5 6	MS. WILLIAMS: A. So, if this forecast, for example, depending on when the forecast was created, I'd have to know to say if that was contemplated when this forecast was done.	3 4 5 6	changes, you know, across the production groups since then. For example, the gas turbine group has been better resourced. We've added, within production, in '16, part way through '16, so therefore, for all of
3 4 5 6 7	MS. WILLIAMS: A. So, if this forecast, for example, depending on when the forecast was created, I'd have to know to say if that was contemplated when this forecast was done. MR. O'BRIEN:	3 4 5 6 7	changes, you know, across the production groups since then. For example, the gas turbine group has been better resourced. We've added, within production, in '16, part way through '16, so therefore, for all of 2017, I think it was two general managers,
3 4 5 6 7 8	MS. WILLIAMS: A. So, if this forecast, for example, depending on when the forecast was created, I'd have to know to say if that was contemplated when this forecast was done. MR. O'BRIEN: Q. Okay. And if that forecast was created	3 4 5 6 7 8	changes, you know, across the production groups since then. For example, the gas turbine group has been better resourced. We've added, within production, in '16, part way through '16, so therefore, for all of 2017, I think it was two general managers, we've offset by the storekeepers moving out.
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July 16, 2018 Page 137 Page 139 1 0. You know in 2017 that Mr. LeBlanc, his group 1 0. So, the actual labour costs to Mr. LeBlanc 2 is covering the cost of three FTEs – 2 is not full FTE year labour costs. MS. WILLIAMS: 3 MS. WILLIAMS: 3 4 On a budget basis. 4 Yes. A. 5 5 MR. O'BRIEN: MR. O'BRIEN: - but they're included in his FTE count. 6 But I still would expect that if there are 6 O. Q. 7 three less actual FTEs in your department in 7 MS. WILLIAMS: 8 8 Yes. 2017 and whatever coverage for those three Α. 9 individuals that remain in Mr. LeBlanc's 9 MR. O'BRIEN: 10 10 Right, so really you've got 207 FTEs, is department are not included in your budget that a fair comment for and your actual costs, whatever that is, 11 11 12 shouldn't vou have lower labour costs. 12 MS. WILLIAMS: exclusive of overtime in 2017 than your Again, it's part way through the year. 13 13 14 MR. O'BRIEN: 14 budget? 15 Q. Because you're not paying for those FTEs in 15 MR. O'BRIEN: That's a long question. Could you, sort of, 16 2017 16 17 MS. WILLIAMS: 17 repeat that again? Well, it may not be as explicit as that MR. O'BRIEN: 18 18 19 because again it's part way through the 19 I'm just trying to get a flavor of, sort of Q. 20 20 why your budget would increase, or not your year. It was the intention of three 21 positions, but that third position was only 21 budget, your actuals would increase in 2017 22 just filled literally, I think the incumbent 22 compared to your budget when you've got less 23 started this week. 23 FTEs and Mr. LeBlanc's camp is covering the cost of some of them. 24 MR. O'BRIEN: 24 25 Q. Okay. 25 MS. WILLIAMS: Page 138 Page 140 1 1 MS. WILLIAMS: A. Okay. What may be complicating, the 2 2 So, that is sort of, generally what, you reconciliation may be complicating it, is, I 3 know, when you think about what the FTE 3 believe, this file is capital and operating. translates into and the actual people in the And the other file that we're trying to 4 4 reconcile it with on the cost, the labour 5 seat. And I think on those monthly cost 5 6 reviews that we do, we are very conscious of side is just an operating line. So, I think 6 7 that. So, in the month—just to make up a 7 that maybe complicating the reconciliation 8 number—in a month, say, when or in a year, 8 that we're trying to do. 9 if I was \$300,000.00 over on budget, it 9 MR. O'BRIEN: would be because I didn't have the budget 10 10 Okay. And can you check in to that and let Q. for those employees that would have normally us know if that is the case? 11 11 been in Ron's group. And in theory he 12 12 MS. WILLIAMS: should be \$300,000.00 under in that budget. 13 13 A. Yes So, in those monthly discussions that's how 14 14 MS. GLYNNE: we're measured. We don't move the budget, 15 We'll note that as an undertaking. 15 Α. 16 but are aware of the implications. 16 (11:40 a.m.) MR. O'BRIEN: MR. O'BRIEN: 17 17 18 18 Were there many positions in your department And I assumed that that was the case, that Q. 19 you wouldn't move budgets from department to 19 eliminated in 2017? 20 MS. WILLIAMS: department. And it may be that those three 20 individuals were only really there part of 21 21 2017 we would have had the storekeepers move 22 the year. 22 out, five storekeepers move out. I don't 23 MS. WILLIAMS: 23 think that would be eliminated. Ms. 24 Correct. 24 Hutchens would have to speak to if the whole A.

25

25

MR. O'BRIEN:

massive group, or not massive, sorry, but

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	Page 141		Page 143
1	the whole mass group now of storekeepers,	1	justification for adding those positions in
2	instead of it being broken into across the	2	2017.
3	company, it's now one group she would have	3	MS. WILLIAMS:
4	to speak to if any of those changed. We did	4	A. Correct. And it's not filling of positions;
5	eliminate, I think, two other positions, a	5	it's adding brand new positions.
6	planner and a millwright. And I believe I	6	MR. O'BRIEN:
7	mentioned earlier we have transitioned some	7	Q. Brand new positions, yeah.
8	positions from one function to another. For	8	MS. WILLIAMS:
9	example, I mentioned we changed a position	9	A. Yes, absolutely.
10	into a HR professional as required. So,	10	MR. O'BRIEN:
11	that is, in theory, a bit of elimination but	11	Q. Not filling, but adding brand new positions.
12	we've recognized an appropriate need and	12	MS. WILLIAMS:
13	backfilled it with something of a different	13	A. Sure, we can do that.
14	sort.	14	MR. O'BRIEN:
1	O'BRIEN:	15	Q. Because ultimately some of them obviously
16 Q.	How about additions in 2017 or new	16	didn't get filled if you got vacancies.
10 Q.		17	MS. WILLIAMS:
	positions, let's say. WILLIAMS:	18	
1			A. Correct.
19 A.	I don't think we've had new positions in	19	MR. O'BRIEN:
20	2017. I'm trying to recall.	20	Q. And if we go back to NP-NLH-12.
	O'BRIEN:	21	MR. GLYNNE:
22 Q.	And maybe I can help you out. If we can	22	Q. Mr. O'Brien, I'll just note that as an
23	pull up Undertaking 28, page 4. So, there's	23	undertaking. That was the end of the
24	a bunch of positions there that are added	24	undertaking there.
25	within Hydro in 2017. And we see some	25	(11:43 a.m.)
	Page 142		Page 144
1	reduced or eliminated, then for the last	1	MR. O'BRIEN:
2	question there, are any of those positions	2	Q. Yes.
3	reduced or eliminated from your department	3	MS. GLYNNE:
4	in 2017?	4	Q. Okay.
5 MS.	WILLIAMS:	5	MR. O'BRIEN:
6 A.	Unfortunately they're not listed by	6	Q. So, we looked at the test year for 2018,
7	department.	7	there's an increase again in that year of
8 MR.	. O'BRIEN:	8	1.2 million higher than what the forecast
9 Q.	No, I know.	9	was. Do you know whether or not your—you've
10 MS.	WILLIAMS:	10	indicated there's a couple of million
11 A.	So, it makes it—and the same titles exist	11	dollars in the difference, is there, in
12	across the organization.	12	terms of where your labour—where would you
1	O'BRIEN:	13	labour costs have come in terms of your 2017
14 Q.	Okay. So, this exercise may be one in	14	forecast versus 2017 actuals?
15	futility. 2017 the same thing, I guess, is	15	MS. WILLIAMS:
16	that anything there that would be difficult	16	A. And you know when I certainly review
17	for you to determine from that?	17	everything in general, I look at overtime as
1	WILLIAMS:	18	integral with the salaries because that's
19 A.	Yeah, I would want to be accurate.	19	how we function.
1	O'BRIEN:	20	MR. O'BRIEN:
1-20 MD	Okay. Can you give me an idea, sort of, an	21	
	CINAV CALLYON PIVE THE ALL ICEA SOLL OF ALL	41	
21 Q.	· · · ·	าา	MC W/II I I A MC.
21 Q. 22	undertaking just to provide what was added	22	MS. WILLIAMS:
21 Q. 22 23	undertaking just to provide what was added in your department in 2017. And I'd like to	23	A. So, you know, this is presented in this
21 Q. 22	undertaking just to provide what was added		

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1	any of the capital charges that we would	1	works from 8 to 4 and then they work from 4
2	have and it wouldn't have the overtime. But		to 5, that's part of the job they're doing
3	on a '17 actual to '17 budget perspective,	3	and I need to know how the work is going
4	we were over budget, I believe it was close	4	generally. So, you know, excluding overtime
5	to two million, mostly on the labour side.	5	from my analysis, I personally don't find
6	MR. O'BRIEN:	6	helpful.
7	Q. Yes.	7	MR. O'BRIEN:
8	MS. WILLIAMS:	8	Q. You're managing the whole thing as you go
9	A. And it was heavily in the overtime.	9	forward.
10	MR. O'BRIEN:	10	MS. WILLIAMS:
11	Q. It was heavily in the overtime, okay.	11	A. Yes, absolutely.
12	MS. WILLIAMS:	12	MR. O'BRIEN:
13	A. Which is why I really focussing on overtime	13	Q. Okay. And we're going to get an update on
14	in 2018.	14	this one for actuals anyway, so we'll see
15	MR. O'BRIEN:	15	that. And into 2018 the actual salaries
16	Q. Okay. So, in terms of salary and I'm just	16	are—when you prepared the 2018 test year and
17	sort of getting back in my mind, this was	17	2019 test year, the salaries are roughly the
18	the, sort of, non-overtime, sort of, just	18	same there. Would there have been a
19	straight labour related costs of, was it	19	concerted effort to reduce overtime and
20	about 800,000.00 that you were above in	20	include that in a salary?
21	salaries? Is that the figure you're giving	21	(11:45 a.m.)
22	me?	22	MS. WILLIAMS:
23	MS. WILLIAMS:	23	A. I think, I don't recall exactly what Ms.
24	A. Correct, on the '16/'17 basis.	24	Dalley testified to, but I believe in the
25	MR. O'BRIEN:	25	evidence it talks about exactly how the
	Page 146		Page 148
1	Q. Okay. And so we're looking at maybe 22	1	salaries would have been done and increases
2	million there in the 27 actuals, in that	2	and those sorts of things. So, I wouldn't
3	range?	3	want to venture too far into re-testifying
4	MS. WILLIAMS:	4	to that. But again, not included on this
5	A. I think if the '16 actual number is correct,	5	file is an interest and I believe the
6	then again –	6	numbers would reflect on the overtime line a
7	MR. O'BRIEN:	7	reduction in the 2018 and '19 test year in
8	Q. Oh, so '16 to '17 on forecast.	8	overtime.
9	MS. WILLIAMS:	9	MR. O'BRIEN:
10	A. Right. Now, again, my review is salary	10	Q. And I'll take you through that too, but I
11	generally. It's not just this operating	11	thank you for that. Can we pull up
12	line. So, I'm a bit –	12	Undertaking 27 again? So, in 2018 test year
13	MR. O'BRIEN:	13	your forecast, your FTEs are forecast to go
14	Q. So, your salary would actually have been	14	from 210 actuals to 216 in the 2018 test
15	below your 2017 forecast; it's just your	15	year and the 2019 test year. Have you added
16	overtime would have been above.	16	any positions, not FTEs, but positions in
17	MS. WILLIAMS:	17	2018?
18	A. I want to say yes, but I can't say that for	18	MS. WILLIAMS:
19	sure because again, what's included here is	19	A. No, I believe the level of 216, sorry, 216
$\frac{19}{20}$	not everything that when I manage salary	20	for the next two test years does not reflect
$\frac{20}{21}$	budget, you look at all the line items, but	20	the negotiated 55 vacancy rate. And –
$\begin{vmatrix} 21\\22\end{vmatrix}$	it's on a rolled basis, as opposed to, you	21 22	MR. O'BRIEN:
$\begin{vmatrix} 22 \\ 23 \end{vmatrix}$		23	
$\begin{vmatrix} 23 \\ 24 \end{vmatrix}$	know, one salary in the line because I don't find that very helpful for me because I	23	Q. It wouldn't, no, I would think. MS. WILLIAMS:
25	· ·		
	needed to know, you know, when somebody		A. Right, I expect and I understand that the

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2 LeBlanc would probably have a similar 3 impact, I think. So, for those 55 FTEs that 4 we now have to absorb across the 5 organization, I think production, we end up 5 organization, I think production of work what we will be lower in the production group. organization, I think production for all the work we execute. 10 organization organization, I think turnover that would have been organization, I think turnover that would in the work we execute. 13 organization, I think turnover that would have been organization, I think turnover that would have been organization, I think turnover that organization, I think turn		Page 149		Page 151
impact, I think. So, for those 55 FTEs that we now have to absorb across the organization, I think production, we end up getting three to four FTEs. So, that number of will be lower in the production group. MR. O'BRIEN: O. Okay. MR. O'BRIEN: MR. O'BRIEN: MR. O'BRIEN: MR. O'BRIEN: O. Okay. So, it includes all of it. Okay. So, had there been, until settlement of the reachest of the plan for production for adding FTEs or adding positions in 2108? What was the lower intel plann? MS. WILLIAMS: MR. O'BRIEN: MR	1	production group, just due to the size, Mr.	1	there. So, we've had to spend a lot of time
4 we now have to absorb across the organization, I think production, we end up getting three to four FTEs. So, that number will be lower in the production group. 7	2	LeBlanc would probably have a similar	2	and attention with stabilizing that
5 corganization, I think production, we end up getting three to four FTEs. So, that number will be lower in the production group. 7 2 2 2 2 2 2 2 2 2	3	impact, I think. So, for those 55 FTEs that	3	workforce just to make sure we can keep
5 organization, I think production, we end up getting three to four FTEs. So, that number will be lower in the production group. 7 will be lower in the production group. 7 will be lower in the production group. 8 MR. O'BRIEN: 8 witnessing. And so a forecast of and even into the future test years, we wouldn't have been planning to do any kinds of changes or locations in an another state. 10 witnessing. And so a forecast of and even into the future test years, we wouldn't have been planning to do any kinds of changes or locations in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or deductions in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or locations in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or locations in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or locations in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or locations in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or locations in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or locations in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or locations in any of the department. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or locations in the full of the law been planning on doing any reduction into the future test years, we wouldn't have been planning to do any kinds of changes or locations in the full of the law been planning to do any kinds of changes or locations in the full of the law been planning to do any kinds o	4			· · · · · · · · · · · · · · · · · · ·
Section the production group. So will be lower in the production in the future test years, we wouldn't have been planning to do any kinds of changes or reductions in any of the departments. The been planning to do any kinds of changes or reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning to do any kinds of changes or reductions in that area as well. And with regards to of the '13 to the '13	5			, , , , , , , , , , , , , , , , , , , ,
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8 MR. O'BRIEN: 9 Q. Okay. 9 Withus MS. 11 A. And also this here is, I think, capital and 12 operating. So, it's FTEs generally however 13 operating. So, it's FTEs generally however 14 operating. So, it's FTEs generally however 15 operating. So, it's FTEs generally however 16 operating. So, it's FTEs generally however 17 operating. So, it's FTEs generally however 18 operating. So, it includes all of it. Okay. 14 MR. O'BRIEN: 15 Q. Okay. So, it includes all of it. Okay. 16 So, had there been, until settlement of the 18 vacancy or the 55 vacancies, what had been 18 help aln for production for adding FTEs or 18 opposed to a planned introduction of new 19 opposed to a planned in				<i>'</i>
9 Q. Okay. 10 MS. WILLIAMS: 11 A. And also this here is, I think, capital and operating. So, it's FTEs generally however for all the work we execute. 13 for all the work we execute. 14 MR. O'BRIEN: 15 Q. Okay. So, it includes all of it. Okay. 16 So, had there been, until settlement of the vacancy or the 55 vecancies, what had been the plan for production for adding FTEs or adding positions in 2108? What was the initial plan? 19 adding positions in 2108? What was the initial plan? 20 initial plan? 21 MS. WILLIAMS: 22 A. I believe what we intended to do was to try 23 to hold our positions flat. Again, through 24 achieving as much as you can on a management 25 bessions that we undertake. So, that 2 reflects a whole (phonetic) flat concept, 3 but knowing that we got to do everything we can to manage the business and manage how we execute better. So, - MR. O'BRIEN: 27 Q. How does that reconcile with the 210 then if 8 you're going to add six? 28 MS. WILLIAMS: 29 MS. WILLIAMS: 30 MR. O'BRIEN: 40 A. That's on an actual basis. 51 MR. O'BRIEN: 51 Q. Yeah. 52 Yeah. 53 MS. WILLIAMS: 54 A. And so the forecast would have been put in before the actual to — before the actual to — before the actual to — left that we would not be propositions. 52 Yeah. 53 MS. WILLIAMS: 54 A. And so the forecast would have been put in before the actual to — left the plan for production turnover in the 2016 actual to — left that the 2016 actual to — left that we don't intend to add any new positions. 55 Year and the plan for production for add any new positions. 56 Yeah. 57 Q. Yeah. 58 WILLIAMS: 59 MR. O'BRIEN: 50 Q. Yeah. 51 MR. O'BRIEN: 51 Q. Okay. 51 Okay. 52 Okay. 53 Year and a can actual basis will be what we can achieve through our hirring. 54 A. So, we don't intend to add any new positions. 55 Okay. So you were going to add three from the plan for production for add any new positions. 56 Yeah. 57 Q. Okay. 58 Year and the plan for production for add any new positions. 59 MR. WILLIAMS: 69 MR. O'BRIEN: 60 Q. Okay. 60 Yeah. 61 Year and year and	1 '	1 0 1		•
10 MS. WILLIAMS:	1			
11 A. And also this here is, I think, capital and operating. So, it's FTEs generally however for all the work we execute. 12 13 14 MR. O'BRIEN: 14 MR. O'BRIEN: 15 Q. Okay. So, it includes all of it. Okay. 15 Nave been planning on doing any reductions in any of the departments. The same thing on the gas turbines, we wouldn't have been planning on doing any reductions in that area as well. And with regards to the the '13 to the '16, it's likeys we wouldn't have been planning on doing any reductions in that area as well. And with regards to the the '13 to the '16, it's likeys we wouldn't have been planning on doing any reductions in that area as well. And with regards to the the '13 to the '16, it's likeys we wouldn't have been planning on doing any reductions in that area as well. And with regards to the the '13 to the '16, it's likeys we well that '16 it the '16, it's likeys we well that '16 it the '16, it's likeys we well that area as well. And with regards to the the '13 to the '16, it's likeys we well that area as well. And with regards to the the '13 to the '16, it's likeys we well that area as well. And with regards to the the '13 to the '16, it's likeys we well that area as well. And with regards to the the '13 to the '16, it's likeys we well on '16, it's likeys we profection of 'positions that we reflection of 'positions that were unfilled because—as opposed to a planned introduction of new positions and the were unfilled because—as opposed to a planned introduction of new positions and the were unfilled because—as opposed to a planned introduction of new positions that we unfilled because—as opposed to a planned introduction of new positions that we unfilled because as opposed t		`		· · · · · · · · · · · · · · · · · · ·
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14 MR. O'BRIEN:				· · · · · · · · · · · · · · · · · · ·
15 Q. Okay. So, it includes all of it. Okay. 15 So, had there been, until settlement of the 17 vacancy or the 55 vacancies, what had been 18 the plan for production for adding FTEs or 19 adding positions in 2108? What was the 20 initial plan? 20 MR. WILLIAMS: 21 MS. WILLIAMS: 21 A I believe what we intended to do was to try 23 to hold our positions flat. Again, through 24 achieving as much as you can on a management 25 basis, go forward with regard to the gating 24 achieving as much as you can on a management 25 basis, go forward with regard to the gating 26 MR. O'BRIEN: 27 MS. WILLIAMS: 28 What will result on an actual basis will be what we can at on an analoge the business and manage how we 28 care to manage the business and manage how we 29 care to manage the business and manage how we 20 care to manage the husiness and manage how we 20 care to manage the husiness will be care to manage the husiness will be care to manage the husine				· · · · · · · · · · · · · · · · · · ·
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21 MS. WILLIAMS: 22 A. I believe what we intended to do was to try 23 to hold our positions flat. Again, through 24 achieving as much as you can on a management 25 basis, go forward with regard to the gating 26	1	G 1		
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1 23 uncertainty with the employees that are out 1 25 position – 1 ii use an example. Last vear				
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July 1	6, 2018		NL Hydro 2017 GRA
	Page 153		Page 155
1	in the Hydro Generation group, we had three	1	through this year and it would have been
2	supervisors of the operations across the	2	ruled out within the last couple of months.
3	organization and one person was retiring and	3	MR. O'BRIEN:
4	so, what we did was we tried and are trying	4	Q. Okay. And do you expect that to have any
5	to manage with two supervisors, so	5	effect on say 2019 test year?
6	reallocating that. So, you know, the	6	MS. WILLIAMS:
7	intention is not to add any new positions,	7	A. No. I think it's – as Mr. LeBlanc
8	but where we can, we will look to combine	8	mentioned, I think the – and I would prefer
9	roles or again, try to change roles, and I	9	that the evidence says, I think it's
10	believe, same thing that we did at Holyrood	10	included in there exactly what's included in
11	with regard to changing a position from a	11	the salary forecast from a percent increase
12	technical role into a HR role. That's been	12	basis and whatever was negotiated, I think
13	the right decision. Based on that decision,	13	we also didn't want to speak to that because
14	we're going to use an FTE and kind of make	14	it could impair negotiations. But I don't
15			
16	up for it somewhere in the company and put a	16	anticipate a significant change. Obviously,
	position now in central to help Mr. LeBlanc		I believe anybody who's moving through their
17	and I similarly on a HR side, you know, to	17	scale, so if somebody was hired into the
18	help with some of the programs that we need	18	company and is at 80 percent, those folks
19	out there, the attendance management	19	aren't being red-circled. So, people will
20	programs that we need, say with the Bay	20	still continue to move through the scale.
21	D'Espoir group and Ron's group, Mr.	21	So, to the extent that that occurs and
22	LeBlanc's group. So, we will continue to do	22	exists, that will still work through. But
23	those sorts of things. So, it's not really	23	that should have been included in the '19
24	adding – that could be called adding a new	24	test year anyway.
25	position. It's really trading off an	25	MR. O'BRIEN:
	· · · · · · · · · · · · · · · · · · ·		
	Page 154		Page 156
1	existing position for something else.	1	Page 156 Q. Okay. So, would any increases in say the
2	_	1 2	Page 156 Q. Okay. So, would any increases in say the 2019 labour costs be more inflationary than
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2 3	existing position for something else. MR. O'BRIEN: Q. Okay. And you don't intend to add any	1 2 3	Q. Okay. So, would any increases in say the 2019 labour costs be more inflationary than anything? If we go back to NP-12,
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July 1	6, 2018		NL Hydro 2017 GRA
	Page 157		Page 159
1	MR. GARDINER:	1	have a higher vacancy than we would have
2	A. From?	2	liked, and so we'll speak to that too in '16
3	MR. O'BRIEN:	3	as well.
4	Q. For 2016 actual from Engineering is down by	4	MR. O'BRIEN:
5	about 800,000 from 2015 actual. Do you know	5	Q. So the capitalization of labour cost, I
6	what that was associated with?	6	assume that it happens a bit more in
7	MR. GARDINER:	7	engineering services than in other
8	A. From the actuals?	8	departments, is that right?
9	MR. O'BRIEN:	9	MR. GARDINER:
10	Q. Yeah.	10	A. Yes, I would think so.
11	MR. GARDINER:	11	MR. O'BRIEN:
12	A. That would be associated with – if you look	12	Q. And you go into 2017, if we go back to NP
13	at the '16 actuals of 1.15.	13	12, Attachment 1, there's an increase back
1	MR. O'BRIEN:	14	up then for forecast?
14			*
15	Q. Yeah.	15	MR. GARDINER:
16	MR. GARDINER:	16	A. That's correct.
17	A. You will see that in '16, we had more	17	MR. O'BRIEN:
18	capital recovery.	18	Q. Right, of 13 – 1.3 million?
19	MR. O'BRIEN:	19	MR. GARDINER:
20	Q. Okay.	20	A. That's correct.
21	MR. GARDINER:	21	MR. O'BRIEN:
22	A. Because if you look at the – this salary is	22	Q. What was the reason for that forecast
23	the bottom line salary that includes capital	23	increase, do you recall?
24	recovery as well.	24	MR. GARDINER:
25	MR. O'BRIEN:	25	A. We would have been baselining our budget
1	With G Bruth V.	23	A. We would have been baselining our budget
	Page 158	23	Page 160
1		1	Page 160
	Page 158		Page 160 based on what we thought was coming forward.
1	Page 158 Q. Uh-hm. MR. GARDINER:	1	Page 160
1 2	Page 158 Q. Uh-hm. MR. GARDINER:	1 2	Page 160 based on what we thought was coming forward. In 2017, we would have seen some more supplementals come in and additional capital
1 2 3	Page 158 Q. Uh-hm. MR. GARDINER: A. We would have had more capital recovery which would have associated with about –	1 2 3	Page 160 based on what we thought was coming forward. In 2017, we would have seen some more supplementals come in and additional capital recharge as well. We did actually have more
1 2 3 4 5	Page 158 Q. Uh-hm. MR. GARDINER: A. We would have had more capital recovery which would have associated with about – there's an additional probably five or six	1 2 3 4 5	Page 160 based on what we thought was coming forward. In 2017, we would have seen some more supplementals come in and additional capital
1 2 3 4 5 6	Page 158 Q. Uh-hm. MR. GARDINER: A. We would have had more capital recovery which would have associated with about – there's an additional probably five or six hundred thousand dollars capital recovery	1 2 3 4 5 6	Page 160 based on what we thought was coming forward. In 2017, we would have seen some more supplementals come in and additional capital recharge as well. We did actually have more recharge than what we anticipated at that time.
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Page 161 Page 163 1 A. So there was more capital recharge 1 MR. O'BRIEN: associated with that and that had an impact, 2 2 Q. Yeah. 3 MR. GARDINER: 3 on other jobs as well. 4 MR. O'BRIEN: 4 And that's exclusive of, say, recharge. Α. 5 When you say "capital recharge", do you hire 5 MR. O'BRIEN: Q. 6 more employees at that time, or do you – 6 Q. If we go to Undertaking 27, there was an like, how does that work? Is it more 7 7 actual increase of FTE's in that year, I 8 capitalized – less capitalized labour? I'm 8 think, as well, about 8 there? 9 just trying to get a flavour of what that 9 MR. GARDINER: 10 means. 10 Yeah. Α. MR. GARDINER: 11 11 (12:00 p.m.) MR. O'BRIEN: 12 So what would happen is that we would do a 12 Α. work plan at the beginning of the year, and So that would, I guess, had accounted for 13 13 we would associate so much for engineering some of that cost, is that right? 14 14 15 standards and distribution, and sometimes 15 MR. GARDINER: when things come on us, we have to 16 16 That's correct. Α 17 reallocate our resources from time to time. 17 MR. O'BRIEN: 18 MR. O'BRIEN: 18 Q. And those FTE's, those individuals, or those 19 19 FTE's, I should say, rather than positions, Q. Okay. 20 would they have come from other Nalcor 20 MR. GARDINER: 21 And that was part of the case for what we 21 entities? 22 did see, an increase in capital recharge, 22 MR. GARDINER: 23 and it did reflect in our forecast that we 23 Yes. If you go to PUB-NLH-33, that shows A. 24 the net impact of what FTE's were went up, and our actual, in fact, was lower 24 25 than the forecast. 25 transferred from Nalcor into Hydro. Page 162 Page 164 MR. O'BRIEN: MR. O'BRIEN: 1 1 Okay, maybe we can bring that up, PUB-NLH-2 Q. What was your actual, do you recall? 2 Q. 3 MR. GARDINER: 3 33. Close to 1.4 million dollars, 1.354. MR. GARDINER: 4 4 A. 5 MR. O'BRIEN: 5 Sure, that would be good, that would be 6 Okay, so it wasn't far off what your actual helpful. Q. 6 MR. O'BRIEN: 7 for 2016 was? 7 8 8 So we're 2017. So if we scroll down the MR. GARDINER: Q. 9 9 A. Well, '16 was 1.15, and we went up around next page, I guess, we'll find those, will \$200,000.00, 1.354. 10 10 we? MR. GARDINER: MR. O'BRIEN: 11 11 12 There you go, thank you. If you look at 12 Q. All right. A. engineering services, you will see that 13 MR. GARDINER: 13 there were 12 new FTE's that were added in That's subject to check, but that's my 14 14 15 2017. As part of the reorganization and 15 calculation. 16 MR. O'BRIEN: 16 having Hydro separated from the regulated to the unregulated assets in 2016, in June of Yeah, okay, and we'll see that. We'll get 17 17 the actuals when we get the report update. 18 2016 when that mandate was given to Hydro, 18 19 there was a committee struck and it was 19 MR. GARDINER: 20 looked at. The basis was, in particular for 20 A. Yeah. 21 engineering, and for all lines of business, 21 MR. O'BRIEN: 22 around the same lines of business for all 22 O. Okav. divisions, that they would look at who is 23 MR. GARDINER: 23 doing work for Hydro exclusively and who is 24 Yeah, we can certainly do that, and that's 24 A.

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for salaries.

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doing work for Nalcor exclusively. So

rege 165 1 engineering, we did a study and we looked at 2 you know, because formerly before that, we were project execution and technical 4 services, and we had one engineering team that looked after all of Nalcor. The Vice 6 President of Engineering was, in fact, a 7 Nalcor VP. So at the time when I was the manager, I did work for Nalcor VP. 9 MR. O'BRIEN: 10 Q. Right. 10 Q. Right. 10 Q. No, that's okay. I understand now, because you've got two hats. 11 Q. No, no, that's okay. I understand now, because you've got two hats. 12 A. When the change was made in '16 when we got to Information, Operation and Technology', we can talk about that we for Nalcor VP. 9 MR. O'BRIEN: 10 Q. No, I see, yeah, got you. 11 Q. No, no, that's okay. I understand now, because you've got two hats. 11 Q. No, no, that's okay. I understand now, because you've got two hats. 12 Q. No, on, that's okay. I understand now, because you've got two hats. 13 MR. GARDINER: 14 A. I do. 15 MR. O'BRIEN: 16 Q. So the engineering services starts with manager of technical services down to mechanical engineer? 17 MR. GARDINER: 18 MR. GARDINER: 19 MR. GARDINER: 10 MR. O'BRIEN:	July 1	6, 2018		NL Hydro 2017 GRA
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MR. GARDINER:	9	MR. O'BRIEN:	9	A. Sorry about that.
12 A. When the change was made in '16 when we got new leadership at Nalcor, we were given the mandate to make Hydro a more autonomous independent regulated utility and manage those assets in and of itself, and what we did in engineering, we looked at exactly that, what FTE's do we need to service the regulated assets. We looked at what was proviously done in the number of years in 21 project execution and technical services, and we determined that there were 10 FTE's or exclusively and that if we were to become an autonomous engineering department servicing 23 or positions that were doing work for Hydro and there are 10 positions that are listed there with the exception of reliability engineer, and there were two reliability engineer, and there were two reliability engineer, and there were two reliability of those additional — word word question is what was from Nalcor to Hydro, but it's a good time to talk about those additional — word word question is what was from Nalcor to Hydro, but it's a good time to talk about those additional — word word question is what was from Nalcor to Hydro, but they seed and hone of these, if you can? 17 Hydro, but they resided in Nalcor. 18 MR. O'BRIEN: 19 Q. So this list here under engineering 20 services, there looks to be more than 10, which ones would be the 10 you're talking about? 21 MR. GARDINER: 22 and we determined that there were two reliability about? 23 Q. All right, got you. 24 word service the regulated side of the about through the gating session as well. 25 word in 171, and they're in the test year, as well as '18 and '19. We did hir one reliability assistant performance engineers. So that was also in our budget gating session was —you know, the number that I came up with was two. I had the performance engineer around mid '17, because part of the gating session was —you know, the number that I came up with was two. I had the performance engineer around mid '17, because part of the question of the came up with was two. I had the pustification there, and at the exe	10	Q. Right.	10	MR. O'BRIEN:
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18 MR. O'BRIEN: 19 Q. So this list here under engineering 20 services, there looks to be more than 10. 21 Which ones would be the 10 you're talking 22 about? 23 MR. GARDINER: 24 A. Okay, if you look at – sorry, get my 25 engineering hat on now. So if you look at 26 test year, as well as '18 and '19. We did 27 hire one reliability assistant performance 28 engineer around mid '17, because part of the 29 gating session was – you know, the number 20 that I came up with was two. I had the 21 justification there, and at the executive 22 level we talked about how we would – you 23 know, whether we needed two, or did we need	17		17	
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24 A. Okay, if you look at – sorry, get my 25 engineering hat on now. So if you look at 24 level we talked about how we would – you 25 know, whether we needed two, or did we need		MR. GARDINER:	23	
engineering hat on now. So if you look at 25 know, whether we needed two, or did we need	I	A. Okay, if you look at – sorry, get my	24	
	25		25	
2 is coveries committee me. (107)757 3020 1 age 103 - 1 age 100		·	d Inc.	·

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1	Page 169		Page 171
1	three, or did we need four. I'm just	1	A. That's correct.
2	relaying the conversations that we did have.	2	MR. O'BRIEN:
3	MR. O'BRIEN:	3	Q. And in terms of $-I$ get the business
4	Q. I understand, yeah.	4	justification behind the reliability
5	MR. GARDINER:	5	engineers. The rest of them, when they go
6	A. So we looked at it. So we hired one mid	6	through their gating process, what sort of
7	2017, and so that worked out. We tracked it.	7	business justification beyond separation of
8	We have a tracking system. We look at all	8	Nalcor and Hydro did you –
9	of the outages that happen, all the system	9	MR. GARDONER:
10	events that happen, whether it's ice	10	A. What we did as part of the – sorry, I didn't
11	bridging that happens on 267 and we have a	11	mean to interrupt you, sorry.
12	short outage, and we determine that that's	12	MR. O'BRIEN:
13	the case, we look at the settings, we do all	13	Q. No, no, that's okay.
14	of that. So we looked at that. We were	14	MR. GARDINER:
15	tracking it, we were providing the service	15	A. The reliability engineers went through the
16	to the rest of Hydro, as well as they're	16	gating process. The 10 transfers from
17	involved with any investigations that happen	17	Nalcor to Hydro were part of the
18	and they lead most of the investigations.	18	reorganization work that was done.
19	One of the things that we're going to is	19	MR. O'BRIEN:
20	more thorough investigations using TapRooT.	20	Q. Okay.
21	This team owns that. They will lead that.	21	MR. GARDINER:
22		22	
	That's what they do. So in '17, we hired		1 0
23	one and we found that the workload – so we	23	divisions or parts of Nalcor were involved
24	would track it, and we decided when we	24	in that, and they looked at what was the
25	looked at it – as an executive team, we	25	right numbers to come back. So what
_	Page 170		Page 172
1	looked at it in consultation with the	1	happened is those positions didn't actually
2	President, that we would – in fact, we did	2	formerly go to the gating section, they were
3	need two. So this year, we did hire – two	3	presented to the Board of Directors and to
4	months ago, actually, we hired the second	4	the President and to the executive as those
5	reliability engineer. So that person is on	5	that were doing work that were residing in
6	working now as well. So change in FTE's	6	Nalcor that needed to be brought back into
7	were 10 that came from Nalcor to Hydro, and	7	Hydro, or brought to Hydro. So there was a
8	two new that we added.	8	analysis done and that analysis formed the
9	MR. O'BRIEN:	9	basis of why those 10 FTE's were being
10	Q. What were the two new ones?	10	transferred from Nalcor to Hydro.
	MR. GARDINER:	11	MR. O'BRIEN:
11		10	
	A. The reliability engineers.	12	Q. And do any of those positions perform work
11 12	A. The reliability engineers. MR. O'BRIEN:		Q. And do any of those positions perform work for Nalcor affiliates since the transfer?
11 12 13	MR. O'BRIEN:	13	for Nalcor affiliates since the transfer?
11 12 13 14	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability	13 14	for Nalcor affiliates since the transfer? MR. GARDINER:
11 12 13 14 15	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability engineers. Both those positions have been	13 14 15	for Nalcor affiliates since the transfer? MR. GARDINER: A. They do not, they do not.
11 12 13 14 15 16	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability engineers. Both those positions have been filled?	13 14 15 16	for Nalcor affiliates since the transfer? MR. GARDINER: A. They do not, they do not. MR. O'BRIEN:
11 12 13 14 15 16 17	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability engineers. Both those positions have been filled? MR. GARDINER:	13 14 15 16 17	for Nalcor affiliates since the transfer? MR. GARDINER: A. They do not, they do not. MR. O'BRIEN: Q. Okay.
11 12 13 14 15 16 17 18	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability engineers. Both those positions have been filled? MR. GARDINER: A. Correct.	13 14 15 16 17 18	for Nalcor affiliates since the transfer? MR. GARDINER: A. They do not, they do not. MR. O'BRIEN: Q. Okay. MR. GARDINER:
11 12 13 14 15 16 17 18 19	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability engineers. Both those positions have been filled? MR. GARDINER: A. Correct. MR. O'BRIEN:	13 14 15 16 17 18 19	for Nalcor affiliates since the transfer? MR. GARDINER: A. They do not, they do not. MR. O'BRIEN: Q. Okay. MR. GARDINER: A. At least, not that I know of, no, they do
11 12 13 14 15 16 17 18 19 20	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability engineers. Both those positions have been filled? MR. GARDINER: A. Correct. MR. O'BRIEN: Q. Are all the other positions filled?	13 14 15 16 17 18 19 20	for Nalcor affiliates since the transfer? MR. GARDINER: A. They do not, they do not. MR. O'BRIEN: Q. Okay. MR. GARDINER: A. At least, not that I know of, no, they do not.
11 12 13 14 15 16 17 18 19 20 21	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability engineers. Both those positions have been filled? MR. GARDINER: A. Correct. MR. O'BRIEN: Q. Are all the other positions filled? MR. GARDINER:	13 14 15 16 17 18 19 20 21	for Nalcor affiliates since the transfer? MR. GARDINER: A. They do not, they do not. MR. O'BRIEN: Q. Okay. MR. GARDINER: A. At least, not that I know of, no, they do not. MR. O'BRIEN:
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11 12 13 14 15 16 17 18 19 20 21 22 23	MR. O'BRIEN: Q. Okay, and you've mentioned the reliability engineers. Both those positions have been filled? MR. GARDINER: A. Correct. MR. O'BRIEN: Q. Are all the other positions filled? MR. GARDINER: A. Yes, they are. MR. O'BRIEN:	13 14 15 16 17 18 19 20 21 22 23	for Nalcor affiliates since the transfer? MR. GARDINER: A. They do not, they do not. MR. O'BRIEN: Q. Okay. MR. GARDINER: A. At least, not that I know of, no, they do not. MR. O'BRIEN: Q. We're counting up. MR. GARDINER:
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	Page 173		Page 175
1	MR. O'BRIEN:	1	MR. O'BRIEN:
2	Q. Gerard thinks there's 11 here.	2	Q. Different areas?
3	MR. GARDINER:	3	MR. GARDINER:
4	A. Wait now.	4	A. Okay, sure. So you're asking the question
5	MR. O'BRIEN:	5	from '16?
6	Q. I didn't do my calculation. Quality	6	MR. O'BRIEN:
7	assurance.	7	Q. I'm sorry, I got the wrong footnote. That's
8	MR. GARDINER:	8	for Information Operations and Technology,
9	A. I get 10.	9	right?
10	MR. HAYES:	10	MR. GARDINER:
11	Q. The two protection and control engineers.	11	A. Yes, that's correct.
12	MR. GARDINER:	12	MR. O'BRIEN:
13	A. Yeah, but that's okay. One, two, three,	13	Q. All right. Okay, your 2017 actuals for
14	four, five, six, seven, eight, nine, ten.	14	labour, you indicated, I think, there around
15	MR. O'BRIEN:	15	1.4, is that right?
1		16	MR. GARDINER:
16	Q. That might be one. So Manager, Protection		
17	and Control Communications Engineering is	17	A. That's correct.
18	one?	18	MR. O'BRIEN:
19	MR. HAYES:	19	Q. So if we go back to NP-12, Attachment 1,
20	Q. Oh, I see.	20	again, your forecast was 2.4?
21	MR. GARDINER:	21	MR. GARDINER:
22	A. Control engineer is one position, yes.	22	A. That's correct.
23	MR. HAYES:	23	MR. O'BRIEN:
24	Q. I got you.	24	Q. Your forecast for 2018 is at 2.7. Do you
25	MR. O'BRIEN:	25	expect to be in line with that versus the
		_	1
	Page 174		Page 176
1	Page 174 Q. Okay.	1	
1 2	_	1 2	Page 176
	Q. Okay.		Page 176 1.4 for 2017 actuals? You're at a 1.3
2	Q. Okay. MR. GARDINER:	2	Page 176 1.4 for 2017 actuals? You're at a 1.3 million dollar increase.
2 3	Q. Okay.MR. GARDINER:A. Now she does the work of two people, but we	2 3	Page 176 1.4 for 2017 actuals? You're at a 1.3 million dollar increase. MR. GARDINER:
2 3 4	Q. Okay.MR. GARDINER:A. Now she does the work of two people, but we can't count that as FTE's.	2 3 4	Page 176 1.4 for 2017 actuals? You're at a 1.3 million dollar increase. MR. GARDINER: A. That's correct, I do.
2 3 4 5	 Q. Okay. MR. GARDINER: A. Now she does the work of two people, but we can't count that as FTE's. MR. O'BRIEN: Q. Okay. So if we go back to Undertaking 27, 	2 3 4 5	Page 176 1.4 for 2017 actuals? You're at a 1.3 million dollar increase. MR. GARDINER: A. That's correct, I do. MR. O'BRIEN:
2 3 4 5 6 7	 Q. Okay. MR. GARDINER: A. Now she does the work of two people, but we can't count that as FTE's. MR. O'BRIEN: Q. Okay. So if we go back to Undertaking 27, there's a footnote down there, Footnote 4? 	2 3 4 5 6 7	Page 176 1.4 for 2017 actuals? You're at a 1.3 million dollar increase. MR. GARDINER: A. That's correct, I do. MR. O'BRIEN: Q. You do?
2 3 4 5 6	 Q. Okay. MR. GARDINER: A. Now she does the work of two people, but we can't count that as FTE's. MR. O'BRIEN: Q. Okay. So if we go back to Undertaking 27, there's a footnote down there, Footnote 4? MR. GARDINER: 	2 3 4 5 6	Page 176 1.4 for 2017 actuals? You're at a 1.3 million dollar increase. MR. GARDINER: A. That's correct, I do. MR. O'BRIEN: Q. You do? MR. GARDINER:
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2 We hired or we justified two system 4 MR. O'BRIEN: 5 Q. That's okay. 5 (MR. GARDINER: 6 MR. GARDINER: 7 A. I was getting confused between the two 8 numbers. 9 MR. O'BRIEN: 9 MR. O'BRIEN: 10 Q. So the — 11 MR. GARDINER: 12 A. If we go back to the '18 test year, and '17 13 test year, and we look at what happened in 14 '16, if you look at the gap in '16. 15 MR. O'BRIEN: 16 Q. Right. 17 MR. GARDINER: 18 A. So when we built our budget in 2018, we built it on having what I would consider that to be home-based FTI's. We would consider that 20 looked at, and it was 40 that we based it 22 on, and as Ms. Williams, Vice President of Production, indicated, we'll see where we go with the 55. So when we built that budget, 25 mere things that we should have been doing that we evere chaining that we re considering that our home-based of the production, indicated, we'll see where we go with the 55. So when we built that budget, 25 mere things that we should have been doing that we were considering that our home-based of the search doing that we were considering that our home-based for the beauting that the search doing that we were rol doing. These are engineers; mechanical, electrical, 9 protection and control engineers, that we doing that we were rol doing. These are engineers; mechanical, electrical, 9 protection and control engineers, that we down on vacancies. That was n't sustainable. So, of course, when we did the budget, we wen't to executive, the task about the gating sessions, we talked about the gating sessions, we talked about the gating sessions, we talked about that these spositions were required. They were down on vacancies. That was not been defined that these positions were required. They were there in the past. If you look at the test year, you know, in —they were always test for in your budget today, this is net. MR. O'BRIEN: 10	1	Q. Yeah.	1	the 10 FTE's back from Nalcor into Hydro.
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	25	made some progress. Now in '17, we brought	25	A. I like operating – because I know that the

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1	position is there and how we fill that	1	did. So we looked at what work we were
2	position. You know, if there's a three week	2	putting out the door, and we did have a very
3	or a four week gap, well, then that's a	3	high capital program in '17 as well as '16.
4	vacancy, whatever, that's just the normal	4	It's becoming more normalized and we're
5	progress. Right now if you look at what	5	hoping to file that in the next couple of
6	we've done traditionally, we've had in	6	weeks where we are. We're very conscious of
7	engineering services over the years has been	7	that, very conscious of that. So what we
8	91 FTE home-base. Our home-base budget that		did is we looked at what is the right number
9	this was done on right now is 103, and then	9	to have on our bench. We didn't want to
10	there's a normal vacancy that we looked at	10	continue to – you're always going to have to
11	were you accounted for about 4.6 vacancies,	11	source out some of your work to contractors
	· · · · · · · · · · · · · · · · · · ·	12	
12	so that we ended up with about 98. It's		and maybe embed some of them. So we did a
13	probably 98.2, I'm not exactly sure of the	13	study, looked at what positions were key and
14	number, Mr. O'Brien.	14	critical, what people weren't on our bench
15	MR. O'BRIEN:	15	that were doing key and critical work. So
16	Q. So this is net of your home-base, so your	16	we looked at that, and we came up with a
17	home-base would be?	17	case. We went to the gating session and we
18	MR. GARDINER:	18	had a discussion of what would be the right
19	A. Approximately 103.	19	numbers to add on our bench as permanent FTE
20	MR. O'BRIEN:	20	employees. I guess, that's the right term.
21	Q. Right, so you've got a built in vacancy of	21	I call them employees, or engineers. That
22	five?	22	number we looked at was 11. I mentioned
23	MR. GARDINER:	23	that earlier. Now given the –
24	A. Yes, I think that's what it is. These are	24	MR. O'BRIEN:
25	numbers that we work back – you know,	25	Q. That's for 2018, right?
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			1 agc 104
1	Finance helps us with and HR looks at, and	1	MR. GARDINER:
1 2	Finance helps us with and HR looks at, and then we take those numbers.	1 2	<u> </u>
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2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	then we take those numbers. MR. O'BRIEN: Q. So when you budgeted for 2018 then, you had a home-base of 103, with an expected vacancy of 5, something along that line? MR. GARDINER: A. Exactly. Yes, that's correct. I believe that's correct. MR. O'BRIEN: Q. And did you add any positions in 2018? MR. GARDINER: A. Yes. MR. O'BRIEN: Q. You did, and what positions did you add? MR. GARDINER: A. I talked about earlier, when we talked about contractors, and embedded contractors, what we did in '17 – I mean, we looked at our capital program. It was very high. I'm not sure exact numbers, but we looked at how we were performing work. I mean, ideally you	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	MR. GARDINER: A. Pardon? MR. O'BRIEN: Q. That's for 2018? MR. GARDINER: A. For 2018, that's correct. However, they're not reflective in here. MR. O'BRIEN: Q. Okay. MR. GARDINER: A. Now one of the things that we committed to the Board is that we would not increase Hydro's overall FTE's. We said we wouldn't do that as an executive. We would not do that, and as a matter of fact, we're seeing in the settlement that we went from 40 to 55. So what we did, as Ms. Williams mentioned before, and Mr. LeBlanc, we looked at was it beneficial to add these FTE's, should we have them on our bench, and if we were, which we decided to do, we had to find those FTE's at other places. There were

	6, 2018		NL Hydro 2017 GRA
	Page 185		Page 187
1	we would have had in engineering that may	1	GIS system that we put in western Avalon.
2	have been filled before. So throughout	2	There's only one other that we have in Cat
3	Hydro, we felt that it was the right	3	Arm. So, we needed to have our people there
4	decision to make and we added those 11 FTE's	4	to do that. I don't subscribe to having key
5	and they came into the engineering group in	5	critical work such as that being done by
6	2018. We did the work to hire them or to	6	contractors that at the end of the day, when
7	justify them in 2017, and we're pretty well	7	it's up, they walk out the door. But we
8	through the hiring process now, and those 11	8	also have to be prudent in our cost
9	FTE's are on our bench now.	9	management. We also have to have – make
10	MR. O'BRIEN:	10	sure that we're doing the right work with
11	Q. So those 11 FTE's, you've indicated that	11	our people. I mean, you know, when you look
12	Hydro has given – I guess, taken the	12	at a capital program of 340 million dollars,
13	position they're not going to add any FTE's	13	we cannot have enough people on our bench to
14	in the 2018 and 2019. Those 11 FTE's there	14	do all of that work.
15	wouldn't be reflected in test year cost for	15	MR. O'BRIEN:
16	2018 and 2019, but you'd have a savings from	16	
17		17	Q. It was the – I guess the business case for that, those 11 FTEs, is related to getting
	capital cost, is that right? MR. GARDINER:	18	rid of some embedded contractor work and
18			
19	A. Yes, I agree, yeah. I believe at the time	19	that'll save Hydro a bit of money? That's
20	when we did – we had to take like for like.	20	kind of the business case for that?
21	We looked at an embedded contractor that was	21	MR. GARDINER:
22	on our bench, say maybe he was doing	22	A. Absolutely. And looking forward to our
23	mechanical work. So, we would say that if	23	capital program, what we feel we need in the
24	we had that – if we had an FTE doing that	24	future so that we won't be hiring embedded
25	same work, what would the cost to Hydro be	25	contractors or contractors to do some of our
1	D 106		
Ι.	Page 186		Page 188
1	versus what would the cost that we would put		key and critical work.
1 2	versus what would the cost that we would put out the door in terms of a capital cost, and	2	key and critical work. MR. O'BRIEN:
3	versus what would the cost that we would put out the door in terms of a capital cost, and that cost came to about 15 percent less we	2 3	key and critical work. MR. O'BRIEN: Q. Right.
	versus what would the cost that we would put out the door in terms of a capital cost, and that cost came to about 15 percent less we could have that person on our bench. And	2 3 4	key and critical work. MR. O'BRIEN: Q. Right. MR. GARDINER:
3	versus what would the cost that we would put out the door in terms of a capital cost, and that cost came to about 15 percent less we could have that person on our bench. And once again, you know, a lot of this, a lot	2 3	key and critical work. MR. O'BRIEN: Q. Right. MR. GARDINER: A. That's correct.
3 4	versus what would the cost that we would put out the door in terms of a capital cost, and that cost came to about 15 percent less we could have that person on our bench. And once again, you know, a lot of this, a lot of these people that we're adding, the 11,	2 3 4	key and critical work. MR. O'BRIEN: Q. Right. MR. GARDINER: A. That's correct. MR. O'BRIEN:
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Page 189 Page 191 1 MR. GARDINER: 1 O. And for Information Technology then. That's correct. And that was for – 2 2 A. MR. GARDINER: 3 3 MR. O'BRIEN: A. Okav. 4 So, that's where you get the 12 sort of? 4 MR. O'BRIEN: 5 5 Information and Operations Technology, I MR. GARDINER: Q. 6 That's right. We were hoping to fill those guess, that's in your purview as well? A. 6 7 FTEs, but as we continued down cost 7 MR. GARDINER: 8 8 constraint and having people in and getting A. It is. 9 through the gating session, it took time and 9 MR. O'BRIEN: you know, it's a – you know, eight to ten 10 10 So, on this one, there's a big reduction in people to hire and to justify. You know, 2015 to 2016 actuals. 11 11 12 the gating sessions are very serious. They 12 MR. GARDINER: – you know, you need to be aware and justify 13 13 A. That's correct. why you need those positions. 14 14 MR. O'BRIEN: 15 MR. O'BRIEN: 15 Q. At 3.8 million, I believe. If we flip to And your 2018 test year to 2019, you've got Undertaking 27, looks like there's a 16 16 Ο. an increase there. 17 significant reduction in FTEs. That's what 17 we talked about earlier. 57 down to 15. 18 MR. GARDINER: 18 19 That's mostly -19 MR. GARDINER: A. 20 MR. O'BRIEN: 20 That's correct. Α. 21 Q. But the FTEs are the same. 21 MR. O'BRIEN: 22 So, I guess that would cover off a fair bit 22 MR. GARDINER: O. 23 23 of that 3.8 million dollar decrease? That's correct and most of that is with -24 24 MR. GARDINER: MR. O'BRIEN: 25 0. Why is that? 25 Α. Yes, it would. Page 190 Page 192 1 MR. GARDINER: 1 MR. O'BRIEN: 2 2 - increases in salary, merit and different Q. And that footnote 4, the network services 3 things like that and fringe and group 3 transferred from Transmission operations to insurance. But, for the most part, all of Engineering. Would that make up the bulk of 4 4 our other costs remain the same. 5 5 that FTE transfer? 6 6 MR. GARDINER: MR. O'BRIEN: 7 Okay. And are you affected – do you expect 7 From? Q. A. 8 to be – that 2019 year when you say 8 MR. O'BRIEN: 9 increases in salary, any red circling 9 0. From 2015 to 2016, footnote 4 there says measures would affect that figure, that 2019 "Network Services transfer from Transmission 10 10 operations to Engineering Services". So, figure? 11 11 MR. GARDINER: 12 that would have increased the FTEs, would 12 it, in Information operations? Oh no, it's 13 A. No, the same as Mr. LeBlanc and Ms. 13 Williams. The red circling are at the Engineering Services, sorry. Okay. 14 14 current salaries that we now have. So, I 15 15 MR. GARDINER: 16 don't think that there would be – and most 16 A. If you look at – are you talking – go ahead, 17 of those people would have been at the top 17 sorry. of their scale and there was some changes in 18 MR. O'BRIEN: 18 scale, so I wouldn't expect to see very much 19 19 Yeah, I'm on the wrong footnote again. So, Q. savings to that, no. 20 57 to 15, you've got a reduction there. 20 MR. O'BRIEN: 21 What's that associated with in FTEs from '15 21 22 to '16? 22 Q. Okav. MR. GARDINER: 23 MR. GARDINER: 23

24

25

A.

Certainly on a go-forward basis after.

24

25

A.

MR. O'BRIEN:

Okay. Previous in 2015, what would have

happened is that IS Services, Information

1 System Services, would have resided in Hydro in 2015. 3 MR. O'BRIEN: 3 4 4 4 4 4 4 4 4 4		6, 2018		NL Hydro 2017 GRA
2 In 2015. 3 MR O'BRIEN: 4 Q. Right, yeah. 5 MR. GARDINER: 6 A. In 2015, there was a decision made corporately by Nalcor that – in conjunction with, I guess, the admin fee and providing 9 shared services – that IS Services would move from Hydro out into Nalcor. 11 MR. O'BRIEN: 12 Q. And I think there was about 41 or 42 or 3 something FTEs, in that range, right? 13 A. I believe so, yeah. I believe so. And I 16 mean, they're listed in – 17 MR, O'BRIEN: 15 A. I believe so, yeah. I believe, lists 16 mean, they're listed in – 17 MR, O'BRIEN: 16 MR. GARDINER: 17 MR, O'BRIEN: 18 Q. There's another RFI there, I believe, lists 19 them out. 19 MR GARDINER: 20 MR GARDINER: 21 A. Yeah, that's right. That's correct. And they're listed in the PUB-33, the ones that 23 — actually, PUB – 24 MR, O'BRIEN: 22 Q. PUB-34, is it? 23 Q. PUB-34, is it? 24 MR. O'BRIEN: 25 Q. PUB-34, is it? 26 MR. O'BRIEN: 27 A. PUB-30. 28 MR. O'BRIEN: 29 Q. And from 2016 onto 2017, there was a longer in Hydro and it was associated with? 29 Q. And from 2016 onto 2017, there was a longer in Hydro to Nalcor. 29 MR. O'BRIEN: 29 Q. And from 2016 onto 2017, there was a longer in Hydro in Nalcor. 30 MR. O'BRIEN: 31 A. Yes, bust two seconds. I do know, I just 11 that was associated with? 32 Q. Right. 33 MR. O'BRIEN: 44 Q. Oh, 33. 55 MR. G'ARDINER: 45 A. PUB-30. 56 A. PUB-30. 57 A. PUB-30. 58 MR. O'BRIEN: 59 Q. And from 2016 onto 2017, there was a longer in Hydro and it was a speciated with? 59 Q. And from 2016 onto 2017, there was a longer in Hydro in Nalcor. 59 Q. And from 2016 onto 2017, there was a longer in Hydro in leadership. 50 Q. Beause it doesn't seem to have come – there's only an increase of five there. 50 Q. Right. 50 Q. Beause it doesn't seem to have come – there's only an increase of five there. 51 MR. O'BRIEN: 52 Q. Prom 2016 actual to 2017 forecast, it looks 22 like there was a plan to almost double what 23 was there in 2016. 54 MR. GARDINER: 55 Q. Prom 2016 actual to 2017 forecast, it looks 24. MR. GARDINER: 55 Q. Prom 2016 actual to 2017 forec		Page 193		Page 195
at footnote No. 4, Network Services were transitioned from Transmission Operations to Engineering Services as part of the reorganization. MR O'BRIEN: A. In 2015, there was a decision made over the properties of the proposal part of the reorganization. MR O'BRIEN: MR O'BRIEN: MR O'BRIEN: A. In second quality physically happened or on the books in 2017. So, the other or on the books in 2017. So, the other or on the books in 2017. So, the other or on the books in 2017. So, the other or on the books in 2017. So, the other or actually, pulps as part of the reorganization. MR O'BRIEN: MR O'BRIEN: MR O'BRIEN: MR O'BRIEN: MR O'BRIEN: A. Stand'I fink there was about 41 or 42 or 13 something FTEs, in that range, right? MR O'BRIEN: MR O'BRIEN: MR O'BRIEN: A. Those transfers actually physically happened or on the books in 2017. So, the other or on the books in	1	System Services, would have resided in Hydro	1	right. So, the 57 represents when IS was in
4 Unastioned from Transmission Operations to Engineering Services as part of the reorganization. 5 MR, GARDINER: 6 A. In 2015, there was a decision made corporately by Nalcor that – in conjunction with, I guess, the admin fee and providing shared services – that IS Services would move from Hydro out into Nalcor. 11 MR, OBRIEN: 12 Q. And I think there was about 41 or 42 or something FTEs, in that range, right? 13 MR, OBRIEN: 14 MR, GARDINER: 15 A. I believe so, yeah. I believe so. And I mean, they're listed in – left mean ut. 20 MR, GARDINER: 21 A. Yeah, that's right. That's correct. And they're listed in the PUB-33, the ones that 23 — actually, PUB - actually, PUB - left mean ut. 22 MR, OBRIEN: 24 MR, OBRIEN: 25 Q. PUB-34, is how sthe number that went from I hydro obalcor. 25 MR, O'BRIEN: 26 A. PUB-30, lit shows the number that went from I hydro to Nalcor. 27 MR, O'BRIEN: 28 MR, GARDINER: 29 Q. And from 2016 onto 2017, there was a long for exeast increase of 13. Do you know what that was associated with? 29 MR, GARDINER: 29 Q. And from 2016 onto 2017, there was a long for exeast increase of 13. Do you know what that was associated with? 29 MR, GARDINER: 20 Recasse it doesn't seem to have come – there's only an increase of five there. 21 MR, O'BRIEN: 22 MR, O'BRIEN: 33 MR, O'BRIEN: 44 Q. Oh, 33. 55 MR, G'ARDINER: 45 MR, G'ARDINER: 46 A. PUB-30, lit shows the number that went from I hydro to Nalcor. 46 MR, O'BRIEN: 47 MR, G'ARDINER: 48 MR, G'ARDINER: 49 C. Veah. 40 A. PUB-30, lit shows the number that went from I hydro to Nalcor. 40 A. PUB-30, lit shows the number that went from I hydro to Nalcor. 41 MR, O'BRIEN: 42 MR, O'BRIEN: 43 A. Yes. Just two seconds. I do know, I just that was associated with? 44 G. Oi, 33. 45 MR, O'BRIEN: 46 A. PUB-30, lit shows the number that went from I hydro to Nalcor.	2	in 2015.	2	Hydro and then '16 actuals – and if you look
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Discoveries Unlimited Inc. (709)437-5028 Page 193 - Page 19	5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	 MR. GARDINER: A. PUB-30, it shows the number that went from Hydro to Nalcor. MR. O'BRIEN: Q. And from 2016 onto 2017, there was a forecast increase of 13. Do you know what that was associated with? MR. GARDINER: A. Yes. Just two seconds. I do know, I just got to make sure I tell it to you correctly. MR. O'BRIEN: Q. Because it doesn't seem to have come – there's only an increase of five there. MR. GARDINER: A. Okay. So, from – you're talking about from-MR. O'BRIEN: Q. From 2016 actual to 2017 forecast, it looks like there was a plan to almost double what was there in 2016. MR. GARDINER: 	5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24	the regulated and unregulated assets. As part of that, as you've mentioned, is that the Information and Operations Technology Group changed its focus. The Network Services came under Engineering. As well, when they did the work for the reorganization, they looked at – and I said before about the people that were working on stuff for Hydro should be in Hydro. That was the basis, as I took it. In the information system world, the EMS group, Energy Control Center, that is, you know, in support of system operations, there's the ones that run the map board that's in the ECC Center. They do all the SCADA. They do the firewalls that are out in the stations. Their work pretty much 100 percent was in support of the NLSO and ECC Center. So, what was decided as part of the – making Hydro an autonomous independent regulated

Page 197 Page 199 1 should reside in Hydro, not in Nalcor, not 1 And we added Brian's group or EMS group, as Α. 2 being given direction by Nalcor but by 2 well as a manager in '17. 3 MR. O'BRIEN: 3 Hvdro. 4 (12:30 p.m.) 4 Okay. So, that didn't come into Engineering 5 MR. O'BRIEN: 5 Services; that came into Information and Operational Technology? 6 Q. Okay. 6 7 7 MR. GARDINER: MR. GARDINER: 8 So, that resulted in – and when we talk 8 That's correct. Α. A. 9 about the salaries, you'll - those FTEs will 9 MR. O'BRIEN: 10 be reflective in there as well. So, there 10 Okay. I understood you to say earlier it was were seven positions that moved from Nalcor in Engineering Services. 11 11 MR. GARDINER: 12 to Hydro and that happened in '17, January 12 13 1st, 2017, because you couldn't move them 13 Well, actually, I guess, what I mean is that - when I say Engineering Services -14 midvear. 14 15 MR. O'BRIEN: 15 MR. O'BRIEN: Under your heading, yeah. No. okav. 16 16 Ο. Ο. MR. GARDINER: 17 MR. GARDINER: 17 18 Α. So, the effective date for the EMS Center. 18 Α Under my – I consider IT/OT now to be part 19 So, just to go a little bit further with 19 of the Engineering Services. MR. O'BRIEN: 20 that, there was an additional FTE as part of 20 21 the reorganization that happened is that in 21 Part of Engineering Services, okay. Q. MR. GARDINER: 22 Engineering Services, you will see that the 22 23 responsibility now – sorry, talking to the 23 Responsibility to deliver. So, if there's mike – the responsibility for Information 24 24 an issue or problem, it's going to be within 25 and Operational Technology rests within – 25 Engineering Services. Page 198 Page 200 under my preview now. I'm the Hydro 1 MR. O'BRIEN: 1 2 executive responsible for that. So, we took 2 Q. All right. 3 the Network Services group and brought them 3 MR. GARDINER: 4 in under Engineering and we took the EMS And I have a manager that handles that 4 Α. 5 group, the ECC group, and brought them under 5 division or section. 6 Engineering, and one of the things that was 6 MR. O'BRIEN: 7 recommended as part of the reorganization 7 Okay, all right. So, that makes up the Q. 8 was that we needed a single point 8 extra five in 2017 then for the actuals, I 9 9 accountable for that, for those groups, and take it, somewhere in that range, in terms we did that. As part of the reorganization, 10 10 of a net? there was an IT OT manager hired and that MR. GARDINER: 11 11 person is responsible to manage the 12 12 A. Well, yes, that's correct. relationship with Nalcor because now we get 13 13 MR. O'BRIEN: an admin fee. They're responsible to make And what about in terms of the forecast for 14 14 0. sure that the services that Network Services 15 15 2018 and 2019, what's – why would you be 16 and EMS that are providing to Hydro is what 16 forecasting to increase in that area for 17 we need, the costs are prudent and those 17 FTEs? 18 things like that. So, that was an MR. GARDINER: 18 additional FTE that we did see in 2015 in 19 19 Well, there's no – other than the manager's A. 20 IT/OT which makes up the 28. So, the 20 position – just one second. So, part of the actuals in '17 were 20. We added – or in reason is – I'm just making sure now I got 21 21 it right. Yeah, part of the reason was that 22 '16, sorry. '16 they were 15. 22 23 MR. O'BRIEN: 23 there are some new people that were added 24 Right. 24 from Ron's group. Q. MR. GARDINER: 25 25 MR. O'BRIEN:

Page 201 Page 203 1 O. 1 MR. O'BRIEN: Okay. 2 MR. GARDINER: 2 Q. So, they would have come off Mr. LeBlanc's 3 3 It was all in Network Services, but also in FTEs? 4 forecast for '17, we – the manager for 4 MR. GARDINER: 5 Network Services was added, as well as there 5 They would have, yeah. A. were two admin support staff that were 6 MR. O'BRIEN: 6 7 7 added 0. Some of those were movements too. 8 8 MR. GARDINER: MR. O'BRIEN: 9 Okay. So, those positions went through the 9 A. Absolutely, yeah. Q. gating process? 10 10 MR. O'BRIEN: 11 MR. GARDINER: 11 О. And would that be covered – so, when they 12 got moved, just like Mr. LeBlanc had 12 Well, actually, no, they did not. A. MR. O'BRIEN: mentioned earlier, would he still be holding 13 13 the budget for those in 2017? 14 Q. No? 14 15 MR. GARDINER: 15 MR. GARDINER: Because they were existing positions 16 16 Yes, he would. Α. performing functions. MR. O'BRIEN: 17 17 18 MR. O'BRIEN: 18 Q. And why would your – if we go back to -19 19 MR. GARDINER: Q. Okay. 20 MR. GARDINER: 20 The budget, but not the FTEs. Α. 21 One was the manager that was in the group, 21 MR. O'BRIEN: 22 the management group of TRO that they were 22 Not the FTEs, okay. So, if we go back to NP 0. 23 their manager. So, we couldn't have the 23 - so, for 2017, you had those movements and manager sitting in TRO and the workers your budget – sorry, your forecast was for 24 24 two million there, up from 1.2. What was 25 sitting in Engineering. So, that was added, 25 Page 202 Page 204 1 so that was -1 your actual in that year? 2 2 MR O'BRIEN: MR. GARDINER: 3 I'm not – I'll have to check that for you. 3 So, that was a net kind of? Q. A. 4 MR. GARDINER: 4 I'm not sure. 5 That was a net. 5 MR. O'BRIEN: 6 Can you check that for me? 6 MR. O'BRIEN: O. 7 7 MR. GARDINER: Q. Yeah, okay. 8 8 MR. GARDINER: I can certainly do that. 9 9 A. We also had another individual, a support MR. O'BRIEN: staff person who was handling all the mobile 10 10 Do you know if it was in that range? Q. devices and working in Network Services that 11 MR. GARDINER: 11 they were in the admin of TRO. So, it Yes, I would think so. 12 12 A. didn't make sense to have that person who MR. O'BRIEN: 13 13 sat in St. John's in our office and did all So, if some of the -14 14 O. the mobile relations for all of Hydro, which 15 MR. GARDINER: 15 16 is a function for Network Services, to sit 16 My apologies for not having a -A. 17 there. So, we took the opportunity to put 17 MR. O'BRIEN: that person into Network Services, and as Oh, that's okay. I'll just ask for an 18 18 Q. well, we have a regional office that's in undertaking. Well, it'll show up on the 19 19 20 Deer Lake and there's a person out there 20 chart when we get the actuals. 21 that does the planning and admin for that as 21 MR. GARDINER: well, and that person was in TRO as well. 22 22 Yeah, that's -A. 23 So, we took the opportunity to move that 23 MR. O'BRIEN:

24

25

Q.

person as well into the Network Services

24

25

division.

So, you don't need to give me an

undertaking.

July 1	6, 2018		NL Hydro 2017 GRA
	Page 205		Page 207
1	MR. GARDINER:	1	A. They do, yes.
2	A. I should have that. I should know that.	2	MR. O'BRIEN:
3	Thank you.	3	Q. Okay. No, I would expect that, I guess,
4	MR. O'BRIEN:	4	because you've transferred over in 2017, so
5	Q. Yeah, because I'm just wondering if some of	5	you'd move those salaries into your
6	those that remained within Mr. LeBlanc's	6	department.
7	budget, why it wouldn't – why it wouldn't	7	MR. GARDINER:
8	have – why yours would have increased.	8	
	• •	9	1
9	MR. GARDINER:		difference, right, in there.
10	A. And as, you know, the '17 forecast is	10	MR. O'BRIEN:
11	certainly that, a forecast at that time.	11	Q. That would explain that, yeah. All right.
12	MR. O'BRIEN:	12	Okay. And I wonder if we can move on from
13	Q. Yeah.	13	labour costs, and I just want to briefly
14	MR. GARDINER:	14	touch on travel costs, if we can. Can we
15	A. And I'm not sure where it landed. And once	15	bring up NP-NLH-69, Attachment 1? So,
16	again, you know, those labour costs are net	16	there's some discussion and some evidence
17	or they're – you know, they do include – you	17	just in terms of a focus reduction on travel
18	take out the capital recharge as well. I	18	costs in 2016 and some concern about whether
19	know it's part of in '17 as well. I'm not	19	or not that was sustainable going forward
20	going to say it, but I would believe that	20	and I just want to ask you just some
21	those numbers will come down. I mean, just	21	questions about your own areas in that
22	logically, we were doing more in the Network		regard. So, this is travel costs by
23	Services and the Information Operational	23	functional area. So, the bigger ones there
24	Technology division with the capital work	24	appear to be, I guess, in your area, Mr.
25	that we had and particularly in the amount	25	LeBlanc.
1 43			
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1	Page 206		Page 208
1	Page 206 of assets that we were adding to the ECC.	1	Page 208 MR. LEBLANC:
2	Page 206 of assets that we were adding to the ECC. MR. O'BRIEN:	1 2	Page 208 MR. LEBLANC: A. Yes.
2 3	Page 206 of assets that we were adding to the ECC. MR. O'BRIEN: Q. Okay. And 2018, 2019 test year, your FTEs	1 2 3	Page 208 MR. LEBLANC: A. Yes. MR. O'BRIEN:
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2 3 4 5	Page 206 of assets that we were adding to the ECC. MR. O'BRIEN: Q. Okay. And 2018, 2019 test year, your FTEs were in at about 28, same as forecast. MR. GARDINER:	1 2 3 4 5	Page 208 MR. LEBLANC: A. Yes. MR. O'BRIEN: Q. And 2015 and 2016, there's a significant reduction there, and I guess that would have
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	Page 209		Page 211
1	Q. Yeah.	1	for example, it would be field visits by
2	MS. GLYNN:	2	various levels of supervisors to check on
3	Q. We'll note that on the record.	3	things. So, we didn't feel that that was
4	MR. O'BRIEN:	4	appropriate. So, we've been putting those
5	Q. And in terms of sustainability, we see some	5	kinds of things back in. But some of the
6	increase there, Mr. LeBlanc, in your travel	6	things that are still sustainable and the
7	costs up to 2018 and 2019 test year. Have	7	message is still getting out is the stuff
8	costs actually increased in 2017 to the	8	that's still probably a bit nicer to do, and
9	extent that you expect that they will	9	I think about say some of – say support
10	increase into the future?	10	departments and you know, just recently I
11	MR. LEBLANC:	11	was talking with one of our managers and
12	A. I am not sure. I'd have to see the 2017	12	they said probably a few years ago, we would
13	actual to be able to answer that.	13	have had an employee who manages say the
14	MR. O'BRIEN:	14	environment and safety component out in the
15	Q. And have there been any further direction to	15	field and maybe, you know, seven or eight or
16	either of you in terms of travel costs to	16	ten times a year, they would come into St.
17	continue to try to keep travel costs lower?	17	John's for meetings, and we've kept that
18	MR. LEBLANC:	18	constraint. So, there is still some things
19	A. Again, we always try to maintain our travel	19	that are indeed sustainable, but we did
20	costs and again, if you have to go to an	20	allow – I'll call it sort of shifting back
21	area to do a job, you try to plan two jobs	21	on some of the other travel that we thought
22	at the same time so you don't have to make	22	that was not appropriate to remain
23	two trips there and things like that. So,	23	constrained.
24	that direction has been given to staff to	24	MR. O'BRIEN:
25	minimize and to optimize your travel when	25	Q. Okay. And I guess, I get the point from Mr.
	Page 210		Page 212
1	possible.	1	LeBlanc that, I mean, if there's O&M issues
2	MR. O'BRIEN:	2	or maintenance that's not getting done as a
3	Q. And in terms of sustainability then going	3	result of cutback on travel costs, I would
4	forward, have either of you found that the	4	have assumed that management would be making
5	reduction in travel costs has put a damper	5	sure that maintenance is getting done over
6	on your ability to do your jobs or your	6	cutting on travel costs. Is that fair?
7	department's ability to produce? Has that	7	MS. WILLIAMS:
8	been a big issue for you?	8	A. Correct. Yes, that's correct.
9	MR. LEBLANC:	9	MR. LEBLANC:
10	A. I wasn't here during the reduction, but what	10	A. Yes.
11	I've been told is some of the O&M didn't	11	MR. O'BRIEN:
12	always get done, but they made an effort at	12	Q. So, I mean, in terms of constraining your
13	it, but it was tough to maintain the level	13	ability to get that done, the cutback on
14	of service with the reduction in the travel.	14	travel costs hasn't really done that, has
15	MS. WILLIAMS:	15	it?
16	A. If I could just add as well?	16	MR. LEBLANC:
17	MR. O'BRIEN:	17	A. No, and again, we try to do it – you may not
18	Q. Yeah, sure.	18	do the maintenance – you may plan your
19	MS. WILLIAMS:	19	maintenance better in order to – or schedule
20	A. With regards to, for example, the	20	your maintenance better to reduce travel
21	sustainability aspect, and I think there's –	21	costs. And as well, again, site visits,
22	there was a direction, you know, said really	22	safety audits and things like that were
23	constrain the travel, and when we think	23	cutback and there's a bit of that is coming
24	about why is that not sustainable, there's a	24	back because you do have to check on your
1 25	component I think that we went too for	25	grave at times

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crews at times.

component, I think, that we went too far,

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July 16, 2018 NL Hydro 2017 GRA Page 213 Page 215 1 MR. O'BRIEN: 1 when we get the opportunity to do training 2 2 Q. Right. But, I mean, we're not seeing a big is, in the past we may have sent people away 3 3 difference in those costs, in terms of going to do that training and we do a cost benefit 4 4 forward anyway. Is that fair? every time to look at whether it's better to 5 5 bring the people here, and we've done that MS. WILLIAMS: 6 Correct. 6 several times this year already where we've A. 7 brought them in and, you know, you may send 7 MR. LEBLANC: 8 8 Not a large difference. two people and you get the benefit of A. 9 9 MR. O'BRIEN: setting up a classroom at Hydro Place and 10 10 And how about training; how difficult was bringing the relays here and having the the cutback in training in each of your people come and you train eight people; so 11 11 many people from Engineering, Protection and 12 12 departments? (12:45 p.m.) 13 Control, and then bring in the Protection 13 and Control field technicians. They come in 14 MR. GARDINER: 14 15 Training, yeah, absolutely. For me, one of 15 and they train together, which I think is A. 16 the things is you have, you know, 16 the best way to do it. 17 professional people and I anchor back to our 17 So, when we look at training, for me, protection and control people, our relays, 18 18 that was one that, you know, when we did no 19 you know, the changes in technology, what 19 training, very little in '16, and now we're 20 we're doing. We looked at – there was some 20 getting into '17 and '18. So, for me, that 21 training that we deferred and this year, I'm 21 is very important. I know, you're still not 22 happy to say that in 2018 that we are doing 22 talking – to your point, Mr. O'Brien, last 23 - we've always looked at doing key and 23 dollars. MR. O'BRIEN: 24 critical training; not nice to have, not, 24 25 you know, someone would like to do it or 25 O. Yeah. Page 214 Page 216 1 MR. GARDINER: whatever. It has to be key and critical and 1 2 2 training in engineering has to be approved You know, our budget is – I'm not exactly – 3 3 what it is right now, but it's not large by me. 4 numbers, but it has to be spent prudently, We've taken the training budget and we 4 5 put it out into HR and we have our budget 5 has to be justified and has to be on key and 6 that we look at and the justification has to 6 critical – you know, making the – and making 7 be by me in Engineering. So, I mean, I have 7 sure the right people are there. I've had 8 to determine, with the associated manager 8 conversations with my staff where - anyway, 9 9 and also talk to the HR people to say this making sure that our young people are there; 10 is our budget and this is how we want to that they're trained; that we leave the 10 11 spend it. There could be consultation with 11 engineering and the technical in the hands the president at different times to see of good people, so that, you know, if 12 12 13 that, you know, I want to make sure that they're here for five or seven years, to 13 make sure that they're trained so they know we're all aligned; that the training that we 14 14 15 are doing is the right training. 15 what they're doing, so that we can get the 16 And some of the things what we've done 16 reliable service from them. So, if 17 this year, for example, with the new relays 17 something does happen that they're there, 18 that we're putting in -- and, as I've said 18 you know. And I talked about going back to 19 19 before, in '87 I graduated with a civil contractors as well, in terms of, you know, 20 20 having embedded contractors working on some engineering degree. Some days I feel like I 21 could probably write the exam for the 21 of our key and critical work. That's one of electrical engineering degree. However, I 22 22 the reasons why we were looking to add 23 can't, and I depend on my people to give me 23 proper FTEs there as well; so that those

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the advice.

So, one of the things that we did do is

people are trained. Some of the training

that I like to see done is out in the field,

Page 217 Page 219 1 seeing it installed, watching it operate; 1 amount of my time, but it's not truly 2 2 having engineering people work with both Mr. necessary. So, I think that is where we can LeBlanc and Ms. Williams' people to see how 3 3 indeed sustain some savings going forward 4 things are done, so they work together in a 4 and that approach and that philosophy is 5 5 there. It doesn't mean that we will never team atmosphere. 6 MR. O'BRIEN: 6 send people to conferences anymore, but I 7 7 I guess one of the reasons I'm asking these think, you know, a philosophy existed before 8 questions is more along the lines of whether 8 that there was more ability to attend. That 9 9 or not when you make a concerted effort to is definitely shifted to it's, you know, 10 cut back in certain areas in 2016, one of 10 very infrequent that we would do those sorts which was training, I'm trying to get a of things. We'd still have to invest in the 11 11 12 flavour as to whether or not that's more of 12 people. 13 a concerted effort to control costs versus MR. O'BRIEN: 13 14 reduce costs. Because at the same time. 14 0. Okay. And is that a little bit different 15 there was a concerted effort from a 15 than the way you approached training in the past? 16 reliability perspective to increase 16 17 reliability and if you're doing that, but 17 MS. WILLIAMS: 18 yet cutting back on training, the two don't 18 Α I mean, I can't necessarily speak to, 19 seem, in my mind, to connect. And I'm 19 because I've been here a little over three 20 wondering whether or not the training 20 vears. 21 reduction was more along the lines of let's 21 MR. O'BRIEN: 22 have a focused look at training and what we Yes. 22 0. 23 can cut and keep our eve on the ball on 23 MS. WILLIAMS: 24 training, and why it wouldn't be sustainable 24 Α But I think that that's the case because, 25 into the future. I'm trying to get a 25 you know, when employees—first when we Page 218 Page 220 1 1 flavour for that. Can anyone tell me why implemented probably the constraint on it, you think your training cuts would be 2 2 you know, it was an adjustment from what 3 unsustainable? 3 people would ask. 4 MR. O'BRIEN: MS. WILLIAMS: 4 5 If I could just comment? I mean, I think 5 0. Yes 6 the philosophy that we're subscribing to now MS. WILLIAMS: 6 7 with regards to training is there's always 7 A. So, you could tell that there was probably a 8 8 bit of a different approach. People were been the mandatory training, which would be, 9 9 for example, your first aids and those going to a few more conferences. Again, not 10 regulatory type training courses that 10 that it was not useful, but people were going more frequently, and we've constrained employees would have to undertake, but I 11 11 think we can also push the business 12 12 that. training, the business critical training 13 13 MR. O'BRIEN: into that bucket as well. So, those things 14 14 Okay. I'm going to ask you about professional services. We can bring up NP-15 are not sustainable, and when you decide to 15 16 defer, you know, training for operators in 16 NLH-72. I don't think this one—yes, it how to manage say Holyrood, but when you 17 does. Yes. And just to get an overview 17 take conferences, when you – it's good to go 18 here in terms of professional services, 18 19 and over a long term, you do learn and you 19 there appears to be a total—there appears to 20 20 bring that back and you share. It's not be a reduction here from 2015 to 2016 in total professional services. And I don't required. So, there's been a constraint on 21 21 how we think about conferences and those 22 22 need each of you to go through that, but the 23 sorts of things that people attend that are 23 largest one appears to be in your area, Mr. 24 indeed useful, absolutely. If I was to go 24 Gardiner, the Information and Operations

25

to one today, I know it would be a useful

25

Technology. And I'm assuming that's as a

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	Page 221		Page 223
1	result of that movement of those FTEs into	1	MR. O'BRIEN:
2	Nalcor? Is that right, the network	2	Q. Right, yes.
3	services?	3	MR. GARDINER:
4	MR. GARDINER:	4	A. And where the increases are.
5	A. Correct. If we could bring up NP-NLH-195.	5	MR. O'BRIEN:
6	MR. O'BRIEN:	6	Q. Yes, okay.
7	Q. Sure.	7	MR. GARDINER:
8	MR. GARDINER:	8	A. So, if you go through each one of these
9	A. I think as part of the ITOT professional	9	lines, you'll see some of the biggest
10	services budget, that includes all the	10	increases were in the energy management
11	software that it was using.	11	systems.
12	MR. O'BRIEN:	12	MR. O'BRIEN:
13	Q. Yes, right. Yes.	13	Q. Yes.
14	MR. GARDINER:	14	MR. GARDINER:
15	A. The 2016 actuals, \$620,000.	15	A. In the OSISoft, which is our board that we
16	MR. O'BRIEN:	16	,
17		17	use. MR. O'BRIEN:
18	Q. Yes. MR. GARDINER:	18	
1		19	Q. Yes. MR. GARDINER:
19	A. That was what we spent in—or what we spent in 2016 and if you look at 2018 and 2010		· · ·
20	in 2016, and if you look at 2018 and 2019	20	A. If you look at load forecasting, Hatch, that
21	forecast, if we can just –	21	was a new software, generating software,
22	MR. O'BRIEN:	22	that we had, Plexus, and that's the support
23	Q. I think that 2016 actual was in Nalcor?	23	costs that we need in '18 and '19 to go
24	MR. GARDINER:	24	forward.
25	A. Yeah.	25	MR. O'BRIEN:
l .	Page 222		Page 224
1	MR. O'BRIEN:	1	Q. Right.
2	MR. O'BRIEN: Q. I think was it?	2	Q. Right. MR. GARDINER:
	MR. O'BRIEN: Q. I think was it? MR. GARDINER:	2 3	Q. Right. MR. GARDINER: A. There is transmission support. If you look
2	MR. O'BRIEN: Q. I think was it? MR. GARDINER: A. Well, yes, it was.	2	Q. Right.MR. GARDINER:A. There is transmission support. If you look at the third from the bottom, there's
2 3	MR. O'BRIEN: Q. I think was it? MR. GARDINER:	2 3	Q. Right. MR. GARDINER: A. There is transmission support. If you look at the third from the bottom, there's \$150,000 for the OATI, Open Access
2 3 4	MR. O'BRIEN: Q. I think was it? MR. GARDINER: A. Well, yes, it was. MR. O'BRIEN: Q. Yes, yes.	2 3 4	Q. Right. MR. GARDINER: A. There is transmission support. If you look at the third from the bottom, there's \$150,000 for the OATI, Open Access Transmission Interface. So, that's a new
2 3 4 5	MR. O'BRIEN: Q. I think was it? MR. GARDINER: A. Well, yes, it was. MR. O'BRIEN:	2 3 4 5	 Q. Right. MR. GARDINER: A. There is transmission support. If you look at the third from the bottom, there's \$150,000 for the OATI, Open Access
2 3 4 5 6	MR. O'BRIEN: Q. I think was it? MR. GARDINER: A. Well, yes, it was. MR. O'BRIEN: Q. Yes, yes.	2 3 4 5 6	 Q. Right. MR. GARDINER: A. There is transmission support. If you look at the third from the bottom, there's \$150,000 for the OATI, Open Access Transmission Interface. So, that's a new
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2 3 4 5 6 7 8	MR. O'BRIEN: Q. I think was it? MR. GARDINER: A. Well, yes, it was. MR. O'BRIEN: Q. Yes, yes. MR. GARDINER: A. And it came out as part of the thing.	2 3 4 5 6 7 8	 Q. Right. MR. GARDINER: A. There is transmission support. If you look at the third from the bottom, there's \$150,000 for the OATI, Open Access Transmission Interface. So, that's a new piece of software that we're—or a change in software. So, each one of these, they are
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2 3 4 5 6 7 8 9 10 11 12	MR. O'BRIEN: Q. I think was it? MR. GARDINER: A. Well, yes, it was. MR. O'BRIEN: Q. Yes, yes. MR. GARDINER: A. And it came out as part of the thing. MR. O'BRIEN: Q. Yes, okay. MR. GARDINER: A. So, we were charged to the admin fee.	2 3 4 5 6 7 8 9 10 11 12	 Q. Right. MR. GARDINER: A. There is transmission support. If you look at the third from the bottom, there's \$150,000 for the OATI, Open Access Transmission Interface. So, that's a new piece of software that we're—or a change in software. So, each one of these, they are professional services, but a lot of these for the IT/OT are centred around the existing software that we have, maintaining it and paying for the existing software.
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2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	MR. O'BRIEN: Q. I think was it? MR. GARDINER: A. Well, yes, it was. MR. O'BRIEN: Q. Yes, yes. MR. GARDINER: A. And it came out as part of the thing. MR. O'BRIEN: Q. Yes, okay. MR. GARDINER: A. So, we were charged to the admin fee. MR. O'BRIEN: Q. Yes. MR. GARDINER: A. That's correct. MR. O'BRIEN: Q. Yes. MR. GARDINER: A. That's correct. MR. O'BRIEN: Q. Yes. MR. GARDINER:	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	 Q. Right. MR. GARDINER: A. There is transmission support. If you look at the third from the bottom, there's \$150,000 for the OATI, Open Access Transmission Interface. So, that's a new piece of software that we're—or a change in software. So, each one of these, they are professional services, but a lot of these for the IT/OT are centred around the existing software that we have, maintaining it and paying for the existing software. MR. O'BRIEN: Q. Yes, and these are all—how is it you go about sort of making sure there—there's a cost benefit analysis for the professional services in that department? MR. GARDINER:
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2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22	MR. O'BRIEN: Q. I think was it? MR. GARDINER: A. Well, yes, it was. MR. O'BRIEN: Q. Yes, yes. MR. GARDINER: A. And it came out as part of the thing. MR. O'BRIEN: Q. Yes, okay. MR. GARDINER: A. So, we were charged to the admin fee. MR. O'BRIEN: Q. Yes. MR. GARDINER: A. That's correct. MR. O'BRIEN: Q. Yes. MR. GARDINER: A. That's absolutely correct. MR. O'BRIEN: Q. Yes. MR. GARDINER: A. That's absolutely correct. MR. O'BRIEN: Q. Yes.	2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23	 Q. Right. MR. GARDINER: A. There is transmission support. If you look at the third from the bottom, there's \$150,000 for the OATI, Open Access Transmission Interface. So, that's a new piece of software that we're—or a change in software. So, each one of these, they are professional services, but a lot of these for the IT/OT are centred around the existing software that we have, maintaining it and paying for the existing software. MR. O'BRIEN: Q. Yes, and these are all—how is it you go about sort of making sure there—there's a cost benefit analysis for the professional services in that department? MR. GARDINER: A. For that department? MR. O'BRIEN: Q. Yes. MR. GARDINER:

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1	MR. O'BRIEN:	1	MR. O'BRIEN:
2	Q. Yes.	2	Q. And undertaking to get that NP-NLH-72
3	MR. GARDINER:	3	updated just for actuals.
4	A they look at it in consultation with his	4	MR. GARDINER:
5	team, which this would be the—these are for	5	A. Yeah.
6	the Energy Management System.	6	MR. O'BRIEN:
7	MR. O'BRIEN:	7	Q. Okay.
8	Q. Right.	8	MR. GARDINER:
9	MR. GARDINER:	9	A. That would be good.
10	A. ECC. So, the lightning tracking for	10	GREENE, Q.C.:
11	example, the Energy Management Systems,	11	Q. That will be noted on the record as an
12	these are software programs that we need to	12	undertaking.
			•
13	operate. So, each year we would look at	13	(12:57 a.m.)
14	what we need to do, and the cost would be	14	MR. GARDINER:
15	looked at. When you say a cost benefit, I	15	A. Thank you.
16	don't think there's a cost benefit as per se	16	MR. O'BRIEN:
17	done, but for example, we do need the Energy	17	Q. All right, and the next area I just wanted
18	Management System, the board that we do	18	to cover off was system equipment
19	everything in in the control room.	19	maintenance, and I wanted to get—and if we
20	MR. O'BRIEN:	20	could bring up Information 1, page 39? And
21	Q. Yes.	21	I don't think we have an RFI which breaks
22	MR. GARDINER:	22	that out into cost to area or functional
23	A. There is a software that we need to run	23	area. So, system equipment maintenance
24	that, and that's I believe, Proprietary,	24	dropped there in 2015 to 2016 a fair bit,
25	that that's the company that we're using to	25	down almost six million. Is that fair?
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1	do that. So, there has to be professional	1	Yes. And then, going forward, it seems to
2	services paid to them to maintain and also	2	be fairly stable. There was an indication
3	to purchase the software itself.	3	in the evidence, I think it's PUB-NLH-54,
4	MR. O'BRIEN:	4	that there was—in '16 there was a reduction
5	Q. Okay. And those increases in costs from	5	in vegetation management. Does that come
6	2017 forecast to 2018 test year –	6	under anyone's area?
7	MR. GARDINER:	7	MR. LEBLANC:
		8	
8	A. Yeah. MR. O'BRIEN:	9	A. Vegetation management would come under me MR. O'BRIEN:
9			
10	Q do you think your forecast is low or is	10	Q. That's under you?
11	there a significant increase?	11	MR. LEBLANC:
12	MR. GARDINER:	12	A. Yes.
13	A. I'm not sure, Mr. O'Brien.	13	MR. O'BRIEN:
14	MR. O'BRIEN:	14	Q. And was there a significant reduction in
15	Q. Do you think the actuals turned out similar?	15	2016, do you know?
16	MR. GARDINER:	16	MR. LEBLANC:
17	A. I do apologize. I should have those.	17	A. I wouldn't know the numbers, but from what I
18	MR. O'BRIEN:	18	hear, there was a reduction in vegetation
19	Q. Yes, I don't think the actuals are there.	19	management.
20	MR. GARDINER:	20	MR. O'BRIEN:
21	A. No, the actual isn't there.	21	Q. Yes, and –
22	MR. O'BRIEN:	22	MR. LEBLANC:
22	Q. No. Maybe we can get that actual.	23	A. I don't know the quantum.
23	Q. 110. Maybe we can get that actual.		
	MR. GARDINER:	24	MR. O'BRIEN:
23		24 25	MR. O'BRIEN: Q. I don't know if Mr. Gardiner would know.

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1	MR. GARDINER:	1	Holyrood.
2	A. I'm not sure.	2	MR. O'BRIEN:
3	MR. O'BRIEN:	3	Q. Okay.
4	Q. It would have been under his –	4	MS. WILLIAMS:
5	MR. GARDINER:	5	A. And for the next couple of test years, we're
6	A. We've have to check that for you, Mr. –	6	not anticipating any material change up or
7	MR. O'BRIEN:	7	down.
8	Q. Okay. Can you check on that?	8	MR. O'BRIEN:
9	MR. GARDINER:	9	Q. No.
10	A. Yeah.	10	MS. WILLIAMS:
11	MR. O'BRIEN:	11	A. It's very mechanical. It's the—the boiler
12	Q. And just get me the actual figure on it?	12	has to get done this year, and these are the
13	(12:58 p.m.)	13	materials associated with it. It's
14	GREENE, Q.C.:	14	generally fairly routine type work. So,
15	Q. That will be noted on the record as an	15	it's fairly stagnant.
16	undertaking, which is the cost for	16	MR. O'BRIEN:
17	vegetation management actual in 2016. Is—in		
18	2017, Mr. O'Brien?	18	Q. And what's included say from your area in system equipment maintenance? Would
1	MR. O'BRIEN:	19	
19			production costs of any kind be included in
20	Q. Actually, yes, the 2017. If we could get	20	there?
21	the vegetation management cost actually if	21	MS. WILLIAMS:
22	that's included all the way through.	22	A. No.
23	GREENE, Q.C.:	23	MR. O'BRIEN:
24	Q. Okay.	24	Q. No.
25	MR. O'BRIEN:	25	MS. WILLIAMS:
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1	Q. That would be helpful. I wouldn't need any	1	A. And you mean, when you said production
2	more questions on that one. Any of your	2	costs, you meant –
3	system equipment maintenance in each of your	3	MR. O'BRIEN:
4	areas, there's—is there anything that jumps	4	Q. Yes.
5	out as an increase in the test year over	5	MS. WILLIAMS:
6	previous years for either of you? Anything	6	A. Or like say fuel or labour for gas turbine?
7	in particular that we should know about?	7	Is that what you meant earlier?
8	MR. GARDINER:	8	MR. O'BRIEN:
9	A. Yes, wait now. Just—can we have just one	9	Q. And maybe I can help you out with that.
10	moment, please?	10	There's—I meant to ask you about that in
11	MR. O'BRIEN:	11	particular, and while we're on, maybe we can
12	Q. Yes, sure.	12	do that. It may not come under system
13	MR. GARDINER:	13	equipment maintenance, but I'm talking more
14	A. Yeah.	14	gas, diesel production costs. So, if we
15	MS. WILLIAMS:	15	brought up Information 1, page 35. So,
16	A. I don't mind just jumping in really quick.	16	we're on that here now I think. So, page—
17	MR. O'BRIEN:	17	yes, so there's some gas turbine, diesel
18	Q. Yes.	18	production costs there on the bottom?
19	MR. GARDINER:	19	MS. WILLIAMS:
20	A. Yeah, go ahead.	20	A. Um-hm.
1	MR. O'BRIEN:	20	MR. O'BRIEN:
1 21	IVIIN. O DINIDIN.	41	
21		าา	O So that falls under your area does it Ma
22	Q. Sure.	22	Q. So, that falls under your area, does it, Ms.
22 23	Q. Sure. MS. WILLIAMS:	23	Williams?
22	Q. Sure.		· · · · · · · · · · · · · · · · · · ·

MR. O'BRIEN: 2 Q. Lake it that's not included in system equipment maintenance, is it? 3 Q. Okay.	July 1	6, 2018		NL Hydro 2017 GRA
2 Q. Lake it that's not included in system equipment maintenance, is it? 3 MS. WILLIAMS: 5 A. I want to say no. I'd have to ask Ms. 6 Hutchens or Mr. Fagan from the development of that exactly what rolls back up into it, as but I would imagine it's mostly the fuel as 9 opposed to the kinds of things in on the 10 operating budget side. The things that are 11 in system equipment maintenance would be, 12 you know, if' we had to have a contractor 13 come in and execute an overhaul. 14 MR. OBRIEN: 15 Q. Right. 16 MS. WILIAMS: 17 A. If we go through consumables, that kind of 18 thing. 18 MR. OBRIEN: 19 Q. Ves. 20 Q. Yes. 21 MS. WILLIAMS: 22 A. So, I can't say for sure if that rolls up 23 there. 23 there. 24 MR. OBRIEN: 25 Q. Well, that figure there, say an actual of 19 million, that wouldn't include fuel then? 2 MS. WILLIAMS: 3 A. Right, which is not in the SEM line. 4 MR. O'BRIEN: 2 MS. WILLIAMS: 3 A. Right, which is not in the SEM line. 4 MR. O'BRIEN: 2 MS. WILLIAMS: 3 A. Right, which is not in the SEM line. 4 MR. O'BRIEN: 2 MS. WILLIAMS: 3 A. Right, which is not in the SEM line. 4 MR. O'BRIEN: 4 MR. O'BRIEN: 5 Q. Ves, yes, Okay. That line there, that last 6 line of production costs, where would I find 7 that say, in the revenue requirements? Is 8 it an operating cost? 9 MS. WILLIAMS: 3 A. Right, which is not in the SEM line. 4 MR. O'BRIEN: 5 Q. Ves, yes, Okay, That line there, that last 6 line of production costs, where would I find 7 that we had, Information—or page 39. Now, Mr. Gardiner, did you have— 14 MR. O'BRIEN: 15 Q. Ves, okay. 16 MR. GARDINER: 17 A. I did. 18 MR. O'BRIEN: 18 MR. O'BRIEN: 19 Q. Ves, okay. 10 Q. Ves, okay. 11 WR. GARDINER: 11 A. I know we both had it. 12 MR. GARDINER: 12 A. So, I can't say for sure if that rolls up 20 increase of \$372,000 is broken down into two categories, one is new contracts that we remained the proviously amounting to \$210,000, and then there's existing contract of the proviously amounting to \$210,000, and then there's existing contract of the proviously amounting		=		_
4 MS. WILLIAMS: 5 A. I want to say no. I'd have to ask Ms. 6 Hutchens or Mr. Fagan from the development of that exactly what rolls back up into it, and the context was a contractor come in and execute an overhaul. 11 in system equipment maintenance would be, you know, if we had to have a contractor come in and execute an overhaul. 12 you know, if we had to have a contractor come in and execute an overhaul. 13 Congress of the kinds of things in on the last bing. 14 MR. O'BRIEN: 15 Q. Right. 16 MS. WILLIAMS: 17 A. If we go through consumables, that kind of thing. 19 MR. O'BRIEN: 10 Q. Ves. 20 Q. Yes. 21 MS. WILLIAMS: 22 A. So, I card' tasy for sure if that rolls up there. 23 there. 24 MR. O'BRIEN: 25 Q. Well, that figure there, say an actual of 19 there. 26 MS. WILLIAMS: 3 A. Right, which is not in the SEM line. 4 MR. O'BRIEN: 5 A. N.P.NLH-180 and the cost—the question reads, N.P.NLH-180, if we could bring that up, please? 4 MR. O'BRIEN: 4 MR. O'BRIEN: 5 A. N.P.NLH-180 and the cost—the question reads, N.P.NLH-180, if we could bring that up, please? 4 MR. O'BRIEN: 4 MR. O'BRIEN: 5 A. N.P.NLH-180 and the cost—the question reads, N.P.NLH-180, if we could bring that up, please? 5 A. N.P.NLH-180 and the cost—the question reads, N.P.NLH-180, if we could bring that up, please? 6 MR. O'BRIEN: 9 Q. Ves, when do to have a contractor that the please and the cost—the question reads, N.P.NLH-180, if we could bring that up, please? 9 MR. O'BRIEN: 9 W. WILLIAMS: 10 A. I would prefer you ask Mr. Kevin Fagan exactly what is contained in that number. 12 MR. O'BRIEN: 13 Q. Okay, if we could go back to the last one that we had, Information—or page 39. Now, Mr. Gardiner, did you have— 14 MR. O'BRIEN: 15 Q. Ves, okay. 16 MR. O'BRIEN: 17 A. I did. 18 MR. O'BRIEN: 19 Q. Yes, okay. 19 Q. Yes, okay. 20 (1:00 p.m.) 21 MR. GARDINER: 22 A. I did, yes, if you could, a system equipment and maintenance went from that we had, Information—or page 39. Now, Mr. Gardiner, did you have— 16 MR. GARDINER: 17 A. I did. 18 MR. O'BRIEN: 19 Q. Ves, okay. 2	1	MR. O'BRIEN:	1	*
4 MS. WILLIAMS: 5 A. I want to say no. I'd have to ask Ms. 6 Hutchens or Mr. Fagan from the development of that exactly what rolls back up into it, but I would imagine it's mostly the fuel as opposed to the kinds of things in on the operating budget side. The things that are in system equipment maintenance would be, you know, if we had to have a contractor come in and execute an overhaul. 13 C. Right. 14 MR. OBRIEN: 15 Q. Right. 16 MS. WILLIAMS: 17 A. If we go through consumables, that kind of thing. 18 MR. O'BRIEN: 19 MR. O'BRIEN: 19 MR. O'BRIEN: 10 Q. Ves. 11 MS. WILLIAMS: 11 We go through consumables, that kind of thing. 12 MS. WILLIAMS: 13 Q. Ves. 14 MS. WILLIAMS: 15 Q. Well, that figure there, say an actual of 19 16 MS. WILLIAMS: 17 A. If we go through consumables that contents of the contract of t	2	7	l .	
5 A. I want to say no. I'd have to ask Ms. 6 Hutchens or Mr. Fagan from the development of that exactly what rolls back up into it, 8 but I would imagine it's mostly the fuel as opposed to the kinds of things in on the 10 operating budget side. The things that are in system equipment maintenance would be, you know, if we had to have a contractor come in and execute an overhaul. 14 MR. O'BRIEN: 15 Q. Right. 16 MS. WILLIAMS: 17 A. If we go through consumables, that kind of thing. 18 Interest and the cost of the chanlogs are forceast to increase from 427 in '16 to 799 in test year 2018. "Please provide the full details of this \$372,000 and then there's existing contract weren't in place previously amounting to \$210,000, and then there's existing contract in that wouldn't include fuel then? 24 MR. O'BRIEN: 25 Q. Well, that figure there, say an actual of 19 Ly System equipment in the SEM line of production costs, where would I find that, say, in the revenue requirements? Is it an operating cost? 9 MS. WILLIAMS: 21 MR. O'BRIEN: 22 A. Right, which is not in the SEM line of production costs, where would I find that, say, in the revenue requirements? Is it an operating cost? 9 MS. WILLIAMS: 10 A. I would prefer you ask Mr. Kevin Fagan exactly what is contained in that number. 11 MR. O'BRIEN: 12 Q. Ves, okay, if we could go back to the last one that we had, Information—or page 39. Now, Mr. GARDINER: 13 Q. Okay, if we could go back to the last one that we had, Information—or page 39. Now, Mr. GARDINER: 14 MR. O'BRIEN: 15 Q. Yes, okay. 16 MR. G'ARDINER: 17 A. I did. 18 MR. O'BRIEN: 19 Q. Yes, okay. 20 (1.00 p.m.) 21 MR. GARDINER: 22 A. I did, yes, if you could, a system equipment maintenance costs in the information and operation of technology expense was in 2016 24 and the weren't in place previously amounting to \$210,000, and then there's existing contract renewals were done so that we could have them for two look in our test year budget, in the details, they're both the same. 18 MR. O'BRIEN: 19 Q. Yes, okay. 20 (1.00	3	equipment maintenance, is it?	3	Q. Okay.
Hutchens of Mr. Fagan from the development of that exactly what rolls back up into it, 8 but I would imagine it's mostly the fuel as opposed to the kinds of things in on the operating budget side. The things that are in system equipment maintenance would be. 12 you know, if we had to have a contractor come in and execute an overhaul. 14 MR. O'BRIEN: 15 Q. Right. 16 MS. WILLIAMS: 17 A. If we go through consumables, that kind of thing. 18 MR. O'BRIEN: 19 MR. O'BRIEN: 10 MR. O'BRIEN: 11 MR. O	4	MS. WILLIAMS:	4	MR. GARDINER:
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10	9		9	Q. Oh, sorry.
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12	11		11	A. I know we both had it.
13	12		12	MR. O'BRIEN:
14 MR. O'BRIEN: 15 Q. Right. 15 Q. Right. 15 Q. All right, it says system equipment and maintenance for information on operation of technology are forecast to increase from 427 in 1/16 to 799 in test year 2018. "Please provide the full details of this 5372,000 increase, together with the business case." 20 Q. Yes. 20 increase, together with the business case." 21 MS. WILLIAMS: 21 So if we go to the next page, please, the increase of 5372,000 is broken down into two categories, one is new contracts that weren't in place previously amounting to \$210,000, and then there's existing contract 24 weren't in place previously amounting to \$210,000, and then there's existing contract 24 weren't in place previously amounting to \$210,000, and then there's existing contract 25 q. Well, that figure there, say an actual of 19 25 western equipment and maintenance event from 427 in information technology to 799. 26 well, that we had, Information—or page 39. Now, 15 write and prefer you ask Mr. Kevin Fagan 11 exactly what is contained in that number. 12 MR. O'BRIEN: 13 Q. Okay, if we could go back to the last one that we had, Information—or page 39. Now, 15 write and prefer you ask Mr. Kevin Fagan 11 exactly what is contained in that number. 12 MR. O'BRIEN: 13 Q. Okay, if we could go back to the last one that we had, Information—or page 39. Now, 15 write and prefer you ask Mr. Kevin Fagan 17 write and prefer you ask Mr. Kevin Fagan 18 write and prefer you ask Mr. Kevin Fagan 19 Q. Yes, okay. 19 write and prefer you ask Mr. Kevin Fagan 19 Q. Yes, okay. 19 write and prefer you ask Mr. Gardiner, did you have — 15 write and prefer you ask Mr. Gardiner, did you have — 16 write and prefer you ask Mr. Kevin Fagan 19 Q. Yes, okay. 19 write and prefer you ask Mr. Gardiner, did you have — 15 write and prefer you ask Mr. Gardiner, did you have — 16 write and prefer you ask Mr. Gardiner, did you have — 17 write and prefer you ask Mr. Gardiner, did you have — 18 write an	1	·	13	O. Here we go, okay.
15 Q. Right. 16 MS. WILLIAMS: 16 mS. WILLIAMS: 17 A. If we go through consumables, that kind of thing. 18 thing. 19 mR. O'BRIEN: 19 mIllion, that wouldn't include fuel then? 23 mR. O'BRIEN: 24 mR. O'BRIEN: 25 Q. Well, that figure there, say an actual of 19 25 well, that figure there, say an actual of 19 25 well. 18 mIllion, that wouldn't include fuel then? 28 mR. O'BRIEN: 29 mR. O'BRIEN: 20 mR. O'BRIEN: 21 million, that wouldn't include fuel then? 25 mR. WILLIAMS: 26 mR. O'BRIEN: 27 mR. O'BRIEN: 28 mR. O'BRIEN: 29 mR. O'BRIEN: 20 mR. O'BRIEN: 21 mIllion apperation of technology are forecast to increase from 427 in '16 to 799 in test year 2018. "Please provide the full details of this \$372,000 increase, together with the business case." 27 million, that wouldn't include fuel then? 28 million, that wouldn't include fuel then? 28 million, that wouldn't include fuel then? 29 mS. WILLIAMS: 20 million, that wouldn't include fuel then? 21 million, that wouldn't include fuel then? 25 million, that wouldn't include fuel then? 26 million, that wouldn't include fuel then? 27 million, that wouldn't include fuel then? 28 million, that wouldn't include fuel then? 29 mR. O'BRIEN: 20 mR. O'BRIEN: 20 mR. O'BRIEN: 21 million fuels that we had, Information more actual of 19 million, that wouldn't include fuel then? 28 million, that wouldn't include fuel then? 29 mR. O'BRIEN: 20 mR. O'BRIEN: 21 million fuels that we had, Information—or page 39. Now, 21 million, that wouldn't include fuel then? 22 million, that wouldn't include fuel then? 23 million, that wouldn't include fuel then? 24 million, that wouldn't include fuel then? 25 million, that wouldn't include fuel then? 25 million, that we're doing, and increase massociated with that of \$162,000. So our system equipment maintenance went from 427 in information actual of 19 million, that wouldn't include fuel then? 27 million, that we're doing, and increase for \$372,000. So our system	1	MR. O'BRIEN:	l .	
16 MS. WILLIAMS:			ı	O. All right, it says system equipment and
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18 thing. 19 MR. O'BRIEN: 20 Q. Yes. 21 MS. WILLIAMS: 22 A. So, I can't say for sure if that rolls up 23 there. 24 MR. O'BRIEN: 25 Q. Well, that figure there, say an actual of 19 26 MS. WILLIAMS: 27 million, that wouldn't include fuel then? 28 MS. WILLIAMS: 29 MS. WILLIAMS: 21 million, that wouldn't include fuel then? 29 MS. WILLIAMS: 20 (Yes, yes. Okay. That line there, that last line of production costs, where would I find that, say, in the revenue requirements? Is 29 MS. WILLIAMS: 30 A. I would prefer you ask Mr. Kevin Fagan line exactly what is contained in that number. 31 A. I would prefer you ask Mr. Kevin Fagan line exactly what is contained in that number. 31 Q. Okay, if we could go back to the last one that we had, Information—or page 39. Now, Mr. Gardiner, did you have— 31 MR. G'BRIEN: 32 Q. Yes, okay. 33 A. I did, 44 MR. O'BRIEN: 45 Q. Yes, yes. Okay. That line there, that last is man operating cost? 46 MR. O'BRIEN: 47 MR. O'BRIEN: 48 A. And the explanations are there. 49 MR. O'BRIEN: 40 A. We we could go back to the last one that we had, Information—or page 39. Now, Mr. Gardiner, did you have— 41 MR. O'BRIEN: 41 A. I did, 41 A. I did, 42 WR. O'BRIEN: 43 A. I did, 44 MR. O'BRIEN: 45 MR. O'BRIEN: 46 A. I did, 47 MR. GARDINER: 48 A. And the explanations are there. 49 MR. O'BRIEN: 40 A. We expect them, the contract renewals were doing, and increases associated with that of \$162,000. Soo unterest with than of \$162,000. Soo unterest with than of \$162,000. Soo unterest with than of \$162,000. Soo unterest we're doing, and increases associated with that of \$162,000. Soo unterest we're doing, and increases associated with that of \$162,000. Soo unterest we're doing, and increases associated with that of \$162,000. Soo unterest we're doing, and increases associated with that of \$162,000. Soo unterest we're doing, and increases associated with that of \$162,000. Soo unterest we're doing, and increases associated with that of \$162,000. Soo unterest we're doing, and increases associated with that of \$162,000. Soo un	1		l .	
19 MR. O'BRIÈN: 20 Q. Yes. 20 20 20 20 20 20 20 2		,	ı	
20 Q. Yes. 20 increase, together with the business case." 21 MS. WILLIAMS: 22		-	l	
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16MR. GARDINER:16years and that they be steady and if you17A. I did.17look in our test year budget, in the18MR. O'BRIEN:18details, they're both the same.19Q. Yes, okay.19MR. O'BRIEN:20(1:00 p.m.)20Q. Okay.21MR. GARDINER:21MR. GARDINER:22A. I did, yes, if you could, a system equipment22A. So we made sure that we would look at23maintenance costs in the information and operation of technology expense was in 201624this is some of the equipment that we have,	1			•
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18 MR. O'BRIEN: 19 Q. Yes, okay. 20 (1:00 p.m.) 21 MR. GARDINER: 22 A. I did, yes, if you could, a system equipment 23 maintenance costs in the information and 24 operation of technology expense was in 2016 18 details, they're both the same. 19 MR. O'BRIEN: 20 Q. Okay. 21 MR. GARDINER: 22 A. So we made sure that we would look at getting the long term to make sure, because this is some of the equipment that we have,			l	
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20 (1:00 p.m.) 21 MR. GARDINER: 22 A. I did, yes, if you could, a system equipment 23 maintenance costs in the information and 24 operation of technology expense was in 2016 20 Q. Okay. 21 MR. GARDINER: 22 A. So we made sure that we would look at getting the long term to make sure, because this is some of the equipment that we have,	1		l	· ·
21 MR. GARDINER: 22 A. I did, yes, if you could, a system equipment 23 maintenance costs in the information and 24 operation of technology expense was in 2016 21 MR. GARDINER: 22 A. So we made sure that we would look at 23 getting the long term to make sure, because 24 this is some of the equipment that we have,	1	•	ı	
22 A. I did, yes, if you could, a system equipment maintenance costs in the information and operation of technology expense was in 2016 24 So we made sure that we would look at getting the long term to make sure, because this is some of the equipment that we have,	1		l	
maintenance costs in the information and operation of technology expense was in 2016 24 getting the long term to make sure, because this is some of the equipment that we have,			l	
operation of technology expense was in 2016 24 this is some of the equipment that we have,		, , , , , , , , , , , , , , , , , , , ,		
	1		l	• •
and there was an RFI that I would like to 25 like metrological stations that we didn't				

Page 237 Page 239 1 have before, so we're looking for 1 That's correct, Exploits. A. 2 maintenance around those and there's also 2 MR. O'BRIEN: 3 some information there that's no longer 3 Q. Okay, and Exploits. And I don't know when 4 under warranty that we put in that we now 4 this one was done, but do you know what sort 5 have to pay a fee for that. 5 of final hours for you for 2017 would have 6 MR. O'BRIEN: 6 been? Would it have been much more than 7 7 that? Okay. And Mr. LeBlanc, anything along your 8 8 lines? MS. WILLIAMS: 9 9 MR. LEBLANC: I find I generally spend two to three hours 10 Usually in the T&D area we review, we look 10 a week, so that's the magnitude of the at all our equipment and then we prioritize amount of time, so -11 11 12 and we do so much per year and we usually do 12 MR. O'BRIEN: the worse performing or the equipment with 13 13 And is that pretty consistent this year as the most, most in need of maintenance, and 14 14 well? 15 so we usually stick to a fairly flat budget 15 MS. WILLIAMS: and just prioritize the work that's going to 16 Yes 16 Α be done. MR. O'BRIEN: 17 17 18 MR. O'BRIEN: 18 Q. Okay. And for 2018, Mr. Gardiner, would you 19 Okay, so in terms of your budget, you would 19 have had any reason to charge in hours to Q. 20 expect your 2018, 2019 test year figures to 20 Nalcor? 21 be somewhere similar to your 2017? 21 MR. GARDINER: MR. LEBLANC: 22 22 A. I did not. 23 Yes, they should be fairly similar. 23 MR. O'BRIEN: 24 (1:04 p.m.)24 And how about you, Mr. LeBlanc? Q. 25 MR. O'BRIEN: 25 MR. LEBLANC: Page 238 Page 240 1 Q. Okay, and can you look into that, your 2017 1 A. I did not. 2 for me, just to give us that figure? 2 MR. O'BRIEN: 3 Okay, and in terms of individuals under each 3 Whatever your actual was for system Q. 4 equipment and maintenance? of your responsibility, I guess, your direct 4 5 5 MS. GLYNN: reports and their direct reports, Ms. We'll note that as an undertaking. 6 Williams, do you have many employees that 6 Q. 7 MR. O'BRIEN: 7 charge into Nalcor? 8 8 MS. WILLIAMS: Okay. Just about done on costs. Just in 9 9 It would be on the Exploits and Star Lake terms of intercompany charges, can we bring A. up PUB-NLH-28? Okay, so in this one here side, so I do have a number of employees 10 10 there's a, if we scroll down, yeah, there's that do charge in portions of time, as 11 11 a chart for the executive, for Hydro 12 opposed to whole FTEs and I believe that is, 12 executive and charges into Nalcor, so it unfortunately I don't have the number on the 13 13 appears that of the three of you, the only record, I believe we have that. If we 14 14 one that would have charges into Nalcor 15 15 don't, I'll double check and let you know, 16 personally would be you, Ms. Williams, is 16 but we do have, and they can range anywhere that right? 17 from like five, ten percent to like, might 17 MS. WILLIAMS: 18 be somebody with a high 50, 60, 70 percent 18 and they would be heavily dedicated, but I 19 Correct 19 Α. MR. O'BRIEN: 20 think that's like one or two people and they 20 21 would have responsibility for other plants 21 Okay. And for 2017 the charges in year to Q. as well, think about Paradise River, that 22 date were 118.5. Are they largely related 22 23 to hydraulic, for I guess Star Lake, that 23 sort of thing.

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MR. O'BRIEN:

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sort of thing?

MS. WILLIAMS:

So would the bulk of those employees have

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	Page 241		Page 243
1	sort of a smaller amount that would charge	1	your department goes in the future, do you
2	in, but just a couple that would be larger?	2	expect to have similar number of employees
3	MS. WILLIAMS:	3	working in, under Nalcor's purview and I
4	A. Yeah, exactly, for example we might have	4	guess with the Exploits and that sort of
5	somebody who does a little bit of planning,	5	thing, that's not going to change?
6	you know, and if we had, say maintenance	6	MS. WILLIAMS:
7	people in, generally the operational staff	7	A. I don't anticipate because we do have the
8	in the field that you would have sort of	8	new assets that are coming on line are being
9	some time charged in.	9	managed in a fully and wholly under Nalcor,
10	MR. O'BRIEN:	10	I don't anticipate a material change and
11	Q. And are you responsible or do you take	11	there will be some shifting in how we manage
12	responsibility for reviewing how much time	12	ourselves, you know, as we optimize
13	is charged in to Nalcor, or is that	13	production, but I don't anticipate a
14	something that you monitor?	14	material change, certainly don't anticipate
15	MS. WILLIAMS:	15	any charging necessarily more to Nalcor, and
16	A. I do have a look. I don't look at it, you	16	I don't anticipate the interconnection
17	know, a lot because I don't see a lot of	17	having a material change on how we resource
18	variation of the fluctuation, it's a fairly	18	ourselves.
19	stagnant work because Exploits, itself, has	19	MR. O'BRIEN:
20	its own set of employees, so it's not a	20	Q. And Mr. Gardiner, do you anticipate any
21	large portion of time that gets charged in	21	change sort of going forward in your
22	to Exploits, we don't see large fluctuations	22	department? Do you have any employees now
23	in that. It doesn't require a lot of my	23	that charge in to Nalcor?
24	oversight.	24	MR. GARDINER:
25	MS. GLYNN:	25	A. I do as part of the information operations
	Page 242		Page 244
	Q. Mr. O'Brien, do you require the number of		technology as the EMS and ECC, as part of
2	employees and their –	2	Churchill Falls, the water management
3	MR. O'BRIEN:	3	software and that is owned by the EMS
4	Q. No, that's fine.	4	people, our team, and time that they spend
5	MS. GLYNN:	5	managing the Churchill Falls water
$\begin{vmatrix} 6 \\ 7 \end{vmatrix}$	Q. Thank you.	6	management is charged directly to them as an
7	MR. O'BRIEN:	7	intercompany charge. I'm thinking it's
8 9	Q. Do you expect just over time into the test	8 9	around five percent. I asked that question as well.
10	years that to be similar and not see much fluctuation in terms of what you're seeing	10	MR. O'BRIEN:
11	right now?	11	Q. And you monitor how much gets charged in and
12	MS. WILLIAMS:	12	out?
13	A. No, I see no change, similar.	13	MR. GARDINER:
14	MR. O'BRIEN:	14	A. Yeah, our manager of ITOT does that and
15	Q. Is there something that you'd expect change	15	that's, as I say, our information and
16	in to the future, like when we see	16	operation technology is new to engineering,
17	interconnection, is that something that	17	it's been there since '17, transferred in
18	might, would your department change in any	18	'17 and it is one of the things that we do
19	way?	19	have—looking at, and when we look at our
20	MS. WILLIAMS:	20	overall costs and our salaries, how that
21	A. With regards to interconnection to North	21	impacts as well, to make sure that the
22	America?	22	priority of our team is to Hydro and the ECC
23	MR. O'BRIEN:	23	and LSO in that particular department. It's
24	Q. Well, I mean, with Muskrat Falls	24	relatively small, but it is, we do do it.
25	interconnection, I'd say, in terms of where	25	MR. O'BRIEN:
1 43	, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,, ,	1 1	

Page 245 Page 247 1 0. Okay, and you, Mr. LeBlanc, I guess you 1 individual play versus your role? would have some that would charge in? 2 2 MR. LEBLANC: MR. LEBLANC: 3 3 A. He looks more after the detail, chasing 4 Yes, there would be some, especially in the 4 people down and making sure the documents, A. 5 Soldier's Pond Terminal Station, in the 5 procedures are drafted. MR. O'BRIEN: short-term power supply is staffing up to be 6 6 7 able to do that by themselves in the future. 7 Right, and is that a temporary position, is 8 8 So stop gap measures, some of my staff is that the plan? MR. LEBLANC: 9 using up now. 9 10 MR. O'BRIEN: 10 I'm not sure what the length of the position is, but it is temporary in nature. 11 O. And will you be monitoring sort of the 11 charging in or is that something that you MR. O'BRIEN: 12 12 have a manger who monitors that? Now are you familiar yourself with the 13 13 Q. Liberty Group's first quarterly monitoring 14 MR. LEBLANC: 14 15 Yes, our general manager of that area is 15 report on integration of power supply A. facilities and where things are sitting? looking at that. 16 16 MR. O'BRIEN: 17 Have you reviewed that report yourself? 17 18 Q. And do you anticipate any change in the long 18 MR. LEBLANC: term, sort of how many employees will be 19 19 I have seen the report, yes. A. charging in to Nalcor? 20 20 MR. O'BRIEN: MR. LEBLANC: 21 21 Q. And would you have had any discussions with 22 Actually we expect it to decrease as they 22 Liberty when they were preparing that 23 become fully staffed. 23 report, or would you have been part of any 24 discussions yourself? 24 MR. O'BRIEN: MR. LEBLANC: 25 0. Okay. And will that be in the short term in 25 Page 246 Page 248 1 terms of the test years, 2018, '19 or are we 1 A. I was not. talking outside of 2019? 2 2 MR. O'BRIEN: No, okay. So Liberty filed a report back in 3 MR. LEBLANC: 3 Q. It would probably be beyond the test years. March addressing the transition to 4 4 A. 5 MR. O'BRIEN: 5 operations at that point and I don't believe there's been one for Q2 filed yet, is that 6 Okay. I'm going to move just to talk a 6 Q. 7 little bit about integration at this stage 7 correct? 8 and probably focus some of my questions here 8 MR. LEBLANC: 9 on you, Mr. LeBlanc. I wonder if we could 9 A. Not that I have seen. bring up PUB-NLH-23? So we've got it there, 10 10 MR. O'BRIEN: so in the evidence here there's a mention of 11 11 No, okay, and Liberty saw at that time that O. Hydro creating a position of manager and 12 the availability recall power through 12 13 interconnection—manager interconnection and interconnection was key for reliability 13 integration, that's someone who reports—does purposes, is that fair? 14 14 that person report to you at all? 15 15 MR. LEBLANC: 16 MR. LEBLANC: 16 A. Not--more for economic availability as No, they report to the president. 17 opposed to reliability. 17 MR. O'BRIEN: MR. O'BRIEN: 18 18 Okay, all right. And there was some 19 That's what I understood. Do you have any 19 Q. Q. regular contact with that individual? 20 concerns expressed at that point about the 20 21 progress of transition to operations in the 21 MR. LEBLANC: fourth quarter last year, is that fair? 22 Yes, I do, I speak to the individual on a 22 23 daily basis. 23 MR. LEBLANC: 24 MR. O'BRIEN: 24 Yes. A.

25

MR. O'BRIEN:

25

Q.

Okay, and sort of what role does that

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July 16, 2018 Page 249 Page 251 1 0. And Liberty expressed some concerns with 1 O. That's correct, so when you say the LIL is management's confidence in not really 2 delayed until the fall, what -2 aligning with what was being accomplished. 3 MR. LEBLANC: 3 4 are you aware of that? 4 For full commissioning. A. 5 MR. LEBLANC: 5 MR. O'BRIEN: Yes, I read that. 6 Q. For full commissioning. 6 A. 7 MR. O'BRIEN: 7 MR. LEBLANC: 8 And that there was a recovery plan presented 8 It is energized right now. Q. A. 9 9 by management at that point to try and get MR. O'BRIEN: 10 things back on track. 10 It's energized as of the end of June, I MR. LEBLANC: think, is that right? 11 11 MR. LEBLANC: 12 Yes. 12 Α. MR. O'BRIEN: I think it was May 30th or May 29th. 13 13 14 Q. Were you part of that? 14 MR. O'BRIEN: Oh, was it, okay, all right. 15 MR. LEBLANC: 15 Q. No. I was not. MR. LEBLANC: 16 16 A. MR. O'BRIEN: 17 And energy is flowing on a daily basis for 17 Α. commissioning and testing and testing 18 Q. No. And can you tell me who would have 18 19 prepared that? 19 protection in controls, so they do energize 20 the line for eight, nine hours per day at a 20 MR. LEBLANC: low energy transfer level. 21 That would have been the transmission and 21 A. 22 operations' group. 22 MR. O'BRIEN: 23 23 And what's that level? MR. O'BRIEN: O. 24 Okay, and that would have been out of Nalcor 24 MR. LEBLANC: Q. 25 who prepared that? 25 A. It's approximately 45 megawatts. Page 250 Page 252 MR. LEBLANC: MR. O'BRIEN: 1 1 2 2 Okay. In terms of delay for commissioning, Α Yes Q. 3 MR. O'BRIEN: 3 I understood the initial thought was it would be ready by July 1st. 4 Were you part of any discussions of that 4 Q. recovery plan at all? 5 5 MR. LEBLANC: MR. LEBLANC: 6 That's correct. 6 A. 7 No. I just knew, I was aware of it. 7 MR. O'BRIEN: A. 8 MR. O'BRIEN: 8 Are you able to give us any insight as to Q. 9 9 the reasoning behind the delay? O. And are you able to tell us at this point sort of what the present status is of 10 10 (1:15 p.m.)transition to operations, what kind of MR. LEBLANC: 11 11 update would you be able to give us? Again part of it is to get the higher levels 12 12 A. MR. LEBLANC: and I know there is new software that is 13 13 Again, they are progressing and they are a required and that is on order, and they are 14 A. 14 little delayed this year, especially with 15 15 expecting that late in Q3. 16 the commissioning of the LIL, but that has 16 MR. O'BRIEN: When you say "higher levels", you mean to 17 been postponed to later this fall; however, 17 O. 18 the generation of Muskrat is still on get above 45 megawatts up to – 18 19 target. 19 MR. LEBLANC: MR. O'BRIEN: 20 20 A. Yes, to get it up to the level we're hoping for, 225 megawatt transfer capability. 21 Okay, so Maritime Link is energized and in 21 Q. 22 22 MR. O'BRIEN: service. 23 MR. LEBLANC: 23 And I understood Mr. Haynes spoke to that, Q.

24

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24

25

A.

MR. O'BRIEN:

That's correct.

that was probably the maximum you would

expect in that area, 225?

Page 253 Page 255 MR. LEBLANC: 1 I'm not positive of the exact dates. 1 A. 2 That's correct. 2 MR. O'BRIEN: A. 3 3 MR. O'BRIEN: Q. Okay, but it's Q3 maybe in 2019, and are you 4 And what's the status, in terms of 4 aware of any road blocks with respect to 5 5 that process? commissioning, is there an expectation that both poles would be commissioned by the MR. LEBLANC: 6 6 fall? 7 7 No. I am not. 8 8 MR. LEBLANC: MR. O'BRIEN: 9 No, it will just be the first pole at this 9 Potential, no, okay. In terms of Hydro and Q. 10 stage. You need some generation on line 10 its role in getting ready for integration, before you can get to the second pole. where does Hydro stand in terms of being 11 11 MR. O'BRIEN: 12 12 ready? Okay, and what's the—any idea as to what the 13 MR. LEBLANC: 13 Q. status is with respect to expectation for 14 14 Α. Hydro is prepared. They have the SCADA 15 the second pole? 15 points all in, we have the training going on MR. LEBLANC: for our operators to handle the import and 16 16 That will be in 2019, I'm not sure of the 17 so we are on target for the integration. 17 A. 18 date 18 MR. O'BRIEN: 19 MR. O'BRIEN: 19 Okay, so if integration had of been ready Q. 20 July 1st in terms of commissioning, Hydro 20 Okay. How will that affect sort of what's O. 21 available to be transferred? Are we still 21 would have been ready at that point? looking at 225, one bolt bar? 22 MR. LEBLANC: 22 23 23 That's correct. MR. LEBLANC: 24 The levels will, it depends on the 24 MR. O'BRIEN: A. generation levels at Muskrat, but new 25 25 0. And do you foresee any sort of additional Page 254 Page 256 1 generation it would be 225 would be the 1 costs now for Hydro in the delay into the fall of -2 maximum 2 3 MR. O'BRIEN: 3 MR. LEBLANC: 4 Okay. So when you said earlier in terms of 4 Q. It would be that we cannot take advantage of Α. 5 Muskrat Falls being on line, sorry, that 5 recapture energy. that project is still on course, there's 6 MR. O'BRIEN: 6 7 been no delay. 7 Okay, so it would be a knock on sort of at Q. 8 8 that, you wouldn't get that savings. MR. LEBLANC: 9 A. We're scheduled to get some next year. 9 MR. LEBLANC: 10 MR. O'BRIEN: 10 So there's a lost opportunity cost with the Α. Okay, and what time next year is it your 11 11 understanding first power would come? MR. O'BRIEN: 12 12 MR. LEBLANC: Lost opportunity, okay, but there's no 13 13 Q. direct sort of additional cost to Hydro as a 14 I think it is the Q3 of 2019. 14 15 result of the delay? 15 MR. O'BRIEN: 16 Q. And would that be from the first two power 16 MR. LEBLANC: No, there is not. 17 units, is it? 17 Α. MR. LEBLANC: MR. O'BRIEN: 18 18 That would be the first unit. 19 19 Let me just ask you, I'll start on this A. Q. MR. O'BRIEN: 20 topic just in terms of the NLSO, I want to 20 21 get some information from you on that. We 21 First unit, okay. I just recall looking at Q. some point there was an expectation that 1 talked earlier about some individuals who 22 22 23 and 2 might come on at the same time, but 23 are presently employed with the NLSO and, well, they're Hydro employees but they came 24 that's not your understanding? 24 in from the ECC, is that right? 25 25 MR. LEBLANC:

Page 257 Page 259 MR. LEBLANC: 1 MR. LEBLANC: 1 Well the ECC is part of the NLSO, so the Yes, one has been established in Quarter 1. 2 2 A. NLSO has an energy control centre. 3 3 MR. O'BRIEN: 4 MR. O'BRIEN: 4 And when was that established? O. 5 Okay, so you transfer that department, okay. 5 MR. LEBLANC: Q. 6 And in total, how many employees are in In Quarter 1 of this year. 6 A. there now? 7 MR. O'BRIEN: 7 8 8 MR. LEBLANC: In Quarter 1, okay, good, all right. I was Q. 9 9 I think we have thirty-some employees, I'd just wondering if we had a date on that. have to check the exact number, but -And I understand there was an annual 10 10 planning assessment meeting in April for the 11 MR. O'BRIEN: 11 All right, and how many of them are, is 12 12 NLSO? O. there a certain portion that are dedicated MR. LEBLANC: 13 13 to NLSO and a certain portion that are not? 14 14 Α. Pardon? MR. LEBLANC: 15 15 MR. O'BRIEN: They all look at all functions, the NLSO is Was here an annual assessment, 2018 annual 16 16 17 the system operator for the province, assessment meeting for the NLSO in April? 17 including Hydro's facilities and so, all 18 18 MR. LEBLANC: 19 employees engage in that activity. 19 There was a stakeholders' meeting of the A. MR. O'BRIEN: 20 20 NLSO. 21 So they operate the bulk system? 21 MR. O'BRIEN: Q. 22 MR. LEBLANC: 22 Yeah, and how does that work, stakeholders' O. 23 23 meeting, who was involved? They operate the bulk system now, so the 138 and 69 kV, as well as some work on MR. LEBLANC: 24 24 25 distribution as well. So, again, they have 25 Α. Again, all transmission customers, Page 258 Page 260 1 all the duties they had before, plus the 1 transmission owners and potential integration and transmission customers can attend. 2 2 3 MR. O'BRIEN: 3 MR. O'BRIEN: 4 Plus the bulk system and the integration, 4 Okay, so would that include, say, Q. O. 5 okay. And are there any portions of the 5 Newfoundland Power, for example? NLSO function that is outside of the Board's MR. LEBLANC: 6 6 7 regulatory authority, in your understanding? 7 No, because Newfoundland Power cannot be a A. 8 MR. LEBLANC: 8 transmission customer through the 9 9 A. No. transmission tariff, so they are not 10 10 MR. O'BRIEN: eligible. MR. O'BRIEN: Okay, so apart from sort of some costs that 11 11 may be covered under orders-in-council and Are they—did Hydro consider whether or not 12 12 that sort of thing as to what can be 13 Newfoundland Power might provide some useful 13 charged, everything else, the regulation of information in your assessments going 14 14 NLSO costs is subject to Board regulation? forward as another system operator? 15 15 16 MR. LEBLANC: 16 MR. LEBLANC: Yes, that is correct. 17 I do not believe so. 17 Α. Α. MR. O'BRIEN: MR. O'BRIEN: 18 18 In terms of operating tariffs, I know there 19 19 Ο. And have they considered doing that in the Q. 20 is a RFI on this, has there been an 20 future? operating tariff established yet? MR. LEBLANC: 21 21 MR. LEBLANC: We could if there is an interest. 22 22 Α. 23 A transmission tariff? 23 MR. O'BRIEN: A. 24 24 Okay, all right. And let me ask you about MR. O'BRIEN: Ο.

25

25

Q.

A transmission tariff, yes.

Nalcor Energy Marketing, that's the

	Page 261		Page 263
1	purchasing agency for Hydro, is that right?	1	15 opportunities year to date where we
2	MR. LEBLANC:	2	engaged that exact process that we saw
3	A. That is correct.	3	on a look-ahead basis, okay, we could
4	MR. O'BRIEN:	4	indeed need to use a gas turbine
5	Q. And how will Hydro, I just want to	5	tomorrow, let's go engage our partners
6	understand how Hydro is going to be able to	6	at Nalcor Energy Marketing and see what
7	determine whether Nalcor Energy Marketing	7	they can procure and they came back and
8	purchases will meet with least cost	8	found something and we said, okay,
9	principles?	9	we'll do our own analysis and we found
10	MR. LEBLANC:	10	that it is indeed cheaper and we said
11	A. The dealings with Nalcor Energy Marketing	11	yes, we would like to make that
12	with respect to purchases is covered under	12	purchase and we've avoided some gas
13	Ms. Williams, so she'd be best to direct	13	turbines, so as a first step that is
14	those questions to.	14	how we know that they're doing those
15	MR. O'BRIEN:	15	transactions for us. We are providing
16	Q. Okay, would you be able to answer that for	16	for lower costs than what we would have
17	me?	17	been able to provide, then there are
18	MS. WILLIAMS:	18	some RFIs, I know there is a
19	A. Yes. There's probably several aspects	19	confidentiality associated with some of
20	to the answer, is there's been some	20	these, so I'll work my way around some
21	work that's already occurred thus far	21	of this questioning.
22	this year with regards to some	22	MR. O'BRIEN:
23		23	
24	purchases I referenced earlier and I	24	Q. Oh sure, yes. MS. WILLIAMS:
25	think there's several steps is that when Hydro has identified a need on the	25	A. Nalcor Energy Marketing has also gone out
23	<u>-</u>		<u> </u>
,	Page 262	1	Page 264
	system that we think we could actually	1	and I think the terminology they use, it's
2	do something differently with regards	2	all new to me, but they use the word
3	to dispatch, then we would engage	3	"sounding". They complete a sounding and
4 5	Nalcor Energy Marketing who has that	4 5	when they looked at sort of in the future
1	history and that depth of knowledge and		opportunities to enter something on a little
6	that function for us, and we would	6	more firm basis that we could engage our
7	engage them and ask if they could go	7	neighbours, they would pursue opportunities
8	and source something that's cheaper.	8	with a series of suppliers, and they would
9	And so they would go out and look in	9	evaluate, again, are they technically able
10	the market at the time and based on the	10	to provide what we think we could want, for
11	various constraints on the system, so	11	example, on a firm basis, on a long term
12	who has transmission capacity, who can	12	sort of contracted basis, you know, having
	1 3,	10	
13	offer us energy, so we don't see all of	13	something that they can recall and turn us
14	offer us energy, so we don't see all of that detail as they're, you know,	14	down in two hours is not useful to us, so
14 15	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they	14 15	down in two hours is not useful to us, so they would have to go through a series of,
14 15 16	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say	14 15 16	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things,
14 15 16 17	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say we've been able to procure this for	14 15 16 17	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things, like, you know, we want it in this colour,
14 15 16 17 18	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say we've been able to procure this for you, does that meet what you would	14 15 16 17 18	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things, like, you know, we want it in this colour, this time of day and those sorts of things.
14 15 16 17 18 19	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say we've been able to procure this for you, does that meet what you would expect or is that something that you	14 15 16 17 18 19	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things, like, you know, we want it in this colour, this time of day and those sorts of things. So they would complete a sounding of all the
14 15 16 17 18 19 20	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say we've been able to procure this for you, does that meet what you would expect or is that something that you would want to look at. So we then take	14 15 16 17 18 19 20	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things, like, you know, we want it in this colour, this time of day and those sorts of things. So they would complete a sounding of all the available opportunities and then look for
14 15 16 17 18 19 20 21	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say we've been able to procure this for you, does that meet what you would expect or is that something that you would want to look at. So we then take what they have procured and then say we	14 15 16 17 18 19 20 21	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things, like, you know, we want it in this colour, this time of day and those sorts of things. So they would complete a sounding of all the available opportunities and then look for what would be the cheapest opportunity, and
14 15 16 17 18 19 20 21 22	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say we've been able to procure this for you, does that meet what you would expect or is that something that you would want to look at. So we then take what they have procured and then say we then do our own assessment to see if it	14 15 16 17 18 19 20 21 22	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things, like, you know, we want it in this colour, this time of day and those sorts of things. So they would complete a sounding of all the available opportunities and then look for what would be the cheapest opportunity, and then work with Hydro to say does this make
14 15 16 17 18 19 20 21 22 23	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say we've been able to procure this for you, does that meet what you would expect or is that something that you would want to look at. So we then take what they have procured and then say we then do our own assessment to see if it is indeed cheaper than us dispatching.	14 15 16 17 18 19 20 21 22 23	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things, like, you know, we want it in this colour, this time of day and those sorts of things. So they would complete a sounding of all the available opportunities and then look for what would be the cheapest opportunity, and then work with Hydro to say does this make sense financially, work that through, and
14 15 16 17 18 19 20 21 22	offer us energy, so we don't see all of that detail as they're, you know, sourcing the best deal for us, but they would then come back to us and say we've been able to procure this for you, does that meet what you would expect or is that something that you would want to look at. So we then take what they have procured and then say we then do our own assessment to see if it	14 15 16 17 18 19 20 21 22	down in two hours is not useful to us, so they would have to go through a series of, you know, tick the box on a bunch of things, like, you know, we want it in this colour, this time of day and those sorts of things. So they would complete a sounding of all the available opportunities and then look for what would be the cheapest opportunity, and then work with Hydro to say does this make

July 16, 2018 NL Hydro 2017 GRA Page 265 Page 267 1 then we would engage that, which is what we 1 A. And so we could have something develop today 2 have done on a couple of contracts that we 2 and that has happened a couple of times this 3 have set up. 3 year where, in the moment, almost, we've 4 MR. O'BRIEN: 4 been able to, okay, say something is going 5 5 on at suppertime, we need to see if we can So if there's no purchase, I guess, until Q. 6 you've had the opportunity for them to come 6 procure something that is cheaper and they have done that for us a couple of times and 7 back with here's what we found? 7 8 8 we would have to tell them we need, you MS. WILLIAMS: 9 9 Correct. know, 30 megawatts available for, you know, A. 10 MR. O'BRIEN: 10 if the power is out between 4 and 6 and again at, you know, between 6 and 9 tomorrow 11 Here's what the cost is and you can evaluate 11 12 that as to whether or not that meets your 12 morning. So we tell them exactly what we needs before it's purchased. need, we monitor the system and then we go 13 13 back and we say this is exactly what we need 14 MR. WILLIAMS: 14 15 Right, I mean obviously we dispatch all our 15 for that period of time and they go and tell A. generation and the least cost order, so we us if they can procure it, and then we come 16 16 17 wouldn't, it was only until we seize an 17 back and it's up to us to say yes, we want 18 opportunity, that's okay, we cannot, so with 18 it, or no, we're not interested. We have the ultimate veto power. 19 Holyrood, is we have offset Holyrood 19 MR. O'BRIEN: 20 operation this past winter and again we've 20 21 offset, say, some of the gas turbine use. 21 Q. Okay. We wouldn't do something unless we can (1:30 p.m.)22 22 23 offset, you know, from a least cost 23 MS. WILLIAMS: So that's kind of in the moment, but then on 24 perspective a more expensive source of 24 25 generation on the island. 25 a weekly basis we have a look ahead and we Page 266 Page 268 MR. O'BRIEN: 1 1 can determine, okay, if we can procure 2 2 something, we can actually probably shut Q. Okay, I'm just trying to get a flavour and I 3 guess in terms of when Nalcor Energy 3 Holyrood unit probably a week early in the Marketing goes to look for or sounding, I season and then we would then say can you go 4 4 5 guess, is what you're indicating in terms of 5 away and see if you can find a product for 6 looking for what's on the market, do you 6 us, and they would again check and see 7 give them guidelines as to what your needs 7 what's in the market and come back and say 8 are? Is there a written document that they 8 we can find this product. It's up to us to 9 get from you as to what our needs are and 9 decide and I think all told, I think we shut that sort of thing? How does that work? 10 10 down Holyrood units this year about six MS. WILLIAMS: weeks early, all told, and so that's, you 11 11 know, quite good from our perspective. I 12 Α. Correct, so it's sort of done in, call them 12 very short term and then a bit longer term, think if you had Holyrood on at minimum 13 13 like a week or so, and then a much longer instead, I think it runs about 1.3 million 14 14 dollars a week, so we've been able to shut 15 term, so we could have something developed 15 16 today that is very short term that we have a 16 Holyrood units early this year, so we're 17 need for, so if we have, you know, something 17 quite happy to have that ability. major go wrong, but we're looking at our MR. O'BRIEN: 18 18 19 reserves, our spinning reserves and say, 19 Okay. It's 1:30 now, we have to break now. Q. 20 okay, if we can't find something cheaper, we 20 CHAIR: 21 will have to use a gas turbine to re-21 Thank you, panel. Q. 22 establish that. 22 BROWNE, Q.C.:

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24

25

Q.

MR. O'BRIEN:

Right.

MS. WILLIAMS:

Ms. Chair, before we all leave, earlier on

production team having meetings monthly, if

the evidence there was mention of the

Page 269 Page 271 1 there are minutes of these minutes 1 my own -2 2 available, can they be filed before we can BROWNE, Q.C.: 3 3 continue, tomorrow or the next day? Are Q. There was references to monthly meetings 4 there such minutes? 4 that the panel was holding in reference to 5 5 various costing items, production, team MR. YOUNG: 6 We'll look into that, Madam Chair, to 6 meetings and these meetings you were holding Q. 7 7 every month, if there are minutes for them, determine. I don't know off the top of my 8 8 head, I don't know if I can confirm that, we'd like to have them. Thank you. 9 but we will certainly get back to the 9 MS. GLYNN: 10 Consumer Advocate. 10 Thank you. Q. CHAIR: 11 BROWNE, Q.C.: 11 12 Okay, that's fair enough, and the other 12 Are we all clear? O. O. item, there was a discrepancy between the 13 MR. YOUNG: 13 2017 budget and U-2 in some of the evidence 14 14 O. I think so. 15 in other figures, can Hydro please figure it 15 CHAIR: all out for us and let us know what's going 16 16 All right, we'll see you at 9 in the Ο. 17 on there between the 2017 budget and U-2, in morning. 17 Upon conclusion at 1:34 p.m. 18 the figures there and the figures elsewhere? 18 19 Thank you very much. 19 MR. YOUNG: 20 20 21 Q. Yeah, I'm hoping there were a number of 21 22 undertakings today, I have a feeling that 22 23 once we see all of those, that we'll 23 24 straighten that out and, of course, that's 24 25 subject to Mr. Browne's being able to 25 Page 270 Page 272 investigate that and look at those and 1 **CERTIFICATE**

1 investigate that and look at those and 2 determine if he's got the information he 3 needs, but just generally we would 4 anticipate that to come out of that

disclosure, I think there was probably a dozen undertakings today on those items.

7 Madam Chair, if I could, one other small

point, Mr. O'Brien asked Mr. LeBlanc a few
 minutes ago about the transmission tariff

and I think the question was when it occurred and he said Q-1 and he was

wondering about a more specific timing.

13 It's a matter of public record, I just 14 looked at the web page, it's PU Quarter 3, 15 2018, and that was on February 9th.

16 CHAIR:

17 Q. Does that meet your needs, Mr. Browne?

18 BROWNE, Q.C.:

19 Q. Yeah, we'll just like to take a look and see what's happening there. We can work it out.

21 CHAIR:

22 Q. Okay, thank you.

23 MS. GLYNN:

24 Q. Before we adjourn, Mr. Browne, the minutes that you requested, could you—I missed it in

I, Judy Moss, hereby certify that the foregoing is a true and correct transcript of Newfoundland and Labrador Hydro 2017 General Rate Application, heard on the 16th day of July, 2018 before the Board of Commissioners of Public Utilities, St. John's, Newfoundland and Labrador and was transcribed by me to the best of my ability by means of a sound apparatus.

Dated at St. John's, Newfoundland and Labrador this 16th day of July, 2018

Judy Moss

Α

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