Q. Page 2-30, lines 13-19: What are Newfoundland Power's current plans for managing the replacement of journeyperson Power Line technicians and other essential positions due to retirements?

A. **A. General**

Demographics are a prominent feature of workforce management at Newfoundland Power. The Company projects annual retirements based on employees' age and years of service. This information is then used to estimate potential vacancies for the next 5 years and to plan for required replacements.

Given that training requirements vary, Newfoundland Power approaches planning differently for replacing various job classifications.

B. Powerline Technicians

The Company plans to continue addressing the retirement of journeyperson Powerline Technicians ("PLTs") primarily through its apprenticeship program.[1] The apprenticeship program combines on-the-job training and classroom training. Apprentices pass through 4 levels, or blocks, before becoming a fully qualified journeyperson. Each block requires approximately 1 year to complete.[2]

Typically, Newfoundland Power hires apprentices in Blocks 1 and 2. Accordingly, apprentices are hired 3 to 4 years in advance of the retirement of a journeyperson. From 2019 to 2023, the Company is forecasting between 2 and 4 PLT retirements per year. Newfoundland Power plans to replace these PLTs through its existing complement of apprentices and the hiring of 4 new apprentices in each of 2019 and 2020.[3]

C. Power System Operators

Newfoundland Power's approach for replacing retiring Power System Operators is to hire Engineering Technologists either through internal or external job postings, followed by a 3-year, in-house training program where the employee joins experienced Power System Operators on shift at the System Control Centre.[4]

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1 The Company also hires qualified journeyperson PLTs from the external labour market. This is occasionally necessary to respond to immediate vacancies.

2 An apprentice's current block dictates the type of work they are qualified to perform. Block 1 apprentices work as a single group under the guidance of a Training Foreperson completing line construction on de-energized circuits. Block 2 apprentices can work with low-voltage circuits and are assigned to service crews under the guidance of a journeyperson PLT. Block 3 apprentices are assigned as the 3rd person on a line truck gaining experience working at high voltage. Block 4 apprentices are qualified to work at high voltage with only indirect supervision.

3 The hiring of 4 PLT apprentices in 2019 and 2020 is reflected in the Company's labour forecast for those years. See *Volume 2, Supporting Materials, Report 1, Labour Forecast 2018-2020*, page 4. See also the responses to Requests for Information PUB-NP-042 and PUB-NP-043.

4 Power System Operators in Training are typically the 3rd or 4th operator on a shift until he or she has completed 1 year of on-the-job training.

The timing for hiring a replacement relative to the retirement of the senior operator is a function of the number of Power System Operators eligible for retirement in a given year. Newfoundland Power is currently forecasting the retirement of 2 Power System Operators, with 1 retirement in 2022 and 1 in 2023. Two Engineering Technologists will be hired in advance of these retirements to ensure continuity in system operations.

D. Other Positions

Other positions in the Company that become vacant due to retirements are generally hired either through internal or external job postings at the time the retirements are taking place. Newfoundland Power plans to continue this process.