

1 Q. Further to response to Request for Information NP-NLH-095:

2 In response to Request for Information NP-NLH-095, on lines 10 and 12, Hydro
3 states “a composition of the engineering team of 60% permanent resources, 20%
4 term engagements with external resources, and 20% temporary engagements of
5 less than 12 months is seen as optimal”. Please provide the composition of the
6 engineering team for 2007 to 2015 forecast.

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9 A. Table 1 below provides the composition of the engineering team for Actual 2007 to
10 2013 and forecast 2014 to 2015. Hydro’s mix has changed since 2007 toward its
11 more optimal mix as described above. Hydro has reduced its permanent
12 complement and has increased its variable workforce with temporaries and term
13 employment arrangements as well as increasing the number of external contract
14 engagements. The goal is to provide flexibility in its engineering workforce to meet
15 the increasing demand of its capital program, which is also variable by year. Hydro
16 will continue to review opportunities presented through attrition and achieve a
17 balance of having a core team with the necessary knowledge and expertise in its
18 systems and operations.

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Table 1

	Year	Permanent	Term	Temporary	Contract
Actual	2007	91.5%	1.0%	7.5%	0.0%
	2008	84.8%	0.4%	14.8%	0.0%
	2009	75.4%	0.7%	23.8%	0.0%
	2010	71.2%	7.5%	21.3%	0.0%
	2011	71.0%	7.2%	21.8%	0.0%
	2012	71.7%	8.5%	14.4%	5.4%
	2013	73.8%	8.7%	13.3%	4.2%
Forecast	2014	70.0%	9.6%	17.2%	3.2%
	2015	74.3%	8.5%	15.0%	2.2%