

1 Q. Further to response to Request for Information PUB-NLH-175, Attachment 1:
2 PUB-NLH-175, Attachment 1 shows no addition of home based FTEs to the Human
3 Resources department of Nalcor or any of its affiliates since 2010 and none
4 forecasted for 2013 to 2015.
5 Please explain how Nalcor/Hydro deploys its Human Resources staff to manage the
6 requirements of Nalcor and its affiliates. In the response, please include how
7 Nalcor/Hydro deploys Nalcor employees vs Hydro employees. For example, how has
8 Hydro/Nalcor managed the requirement to recruit and hire for the Muskrat Falls
9 project in recent years?

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12 A. Nalcor Energy operates in a matrix structure with shared resources throughout its
13 system of operations. PUB-NLH-175 outlines the employee FTEs within Human
14 Resources, Corporate Services, who provide support to regulated Hydro and
15 therefore charge time to Hydro. As indicated in PUB-NLH-175, there are no
16 additional FTEs forecasted for Nalcor-based Corporate Service Human Resources
17 personnel for 2014 or 2015.

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19 Hydro Human Resources personnel are part of the Human Resources Corporate
20 Services Department. Most positions in this department are in Hydro based on the
21 type and amount of work that can be associated with Hydro (see PUB-NLH-173). As
22 part of shared services, time is allocated to other lines of business based on an
23 administration fee, as described in Exhibit 8. A few positions within the department
24 are more appropriately based in Nalcor given that the demand for support and
25 service is primarily for, and on behalf of, all lines of business (see PUB-NLH-175).
26 For those positions, time is directly charged to the appropriate line of business.

1 Larger lines of business, such as the Lower Churchill Project (LCP) and Churchill Falls
2 Co. Limited have Human Resources personnel within their respective line of
3 business. The recruitment activity in these companies is directly administered
4 within the line of business. The majority of employment requirements for LCP is
5 arranged through LCP's human resource personnel. Human Resources, Corporate
6 Services provides direction on policy issues and coordinates external job
7 advertisements to ensure consistency. Otherwise, HR activity within these larger
8 lines of business relating to labour relations and recruitment is independent of
9 Corporate Services.