

1 **Q. Further to the previous question, what is the forecast salary differential between the**
2 **new hire's salary (by position) and the retiring employee's salary and what is the**
3 **assumed date of hire and date of retirement of the departing employee in each case?**
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5 A. As indicated in response to Request for Information CA-NP-430, the differential between
6 the salaries of new hires and retiring employees varies widely, and while a new hire's
7 salary is often lower, it can be the same or higher than that of a retiring employee.
8 Further, the Company typically examines work requirements and opportunities for
9 organizational efficiency, such that a retiring employee may not be directly replaced.
10 The Company, therefore, has not forecast the salary differential by position between
11 retiring employees and new hires. Please refer to response to Request for Information
12 CA-NP-599.
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14 The Company does not typically forecast individual employee retirement dates since
15 employee retirement at Newfoundland Power is determined by the employee, not the
16 Company.¹

¹ When information is available to the Company regarding individual employee's intentions to retire, this information is considered in the Company's labour forecast. See responses to Requests for Information CA-NP-436 and CA-NP-604.