

1 **Q. Reference: CA-NP-45, p. 1 of 1, line 20: states that when a position becomes vacant**
2 **at NP, the Company first determines whether the duties of that position can be**
3 **performed by modifying or expanding the duties of existing employees before a**
4 **decision is made to fill a vacant position. Does the Company undertake such an**
5 **analysis in anticipation of positions becoming vacant, having regard to its detailed**
6 **knowledge of when individual employees are reaching retirement eligibility. In**
7 **other words, explain whether and if so to what extent NP attempts to get out front**
8 **of these issues as opposed to waiting for a vacancy to occur.**
9

10 A. Newfoundland Power assesses the human resource options available to it arising from
11 anticipated employee retirements in advance of retirement wherever possible.

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13 In cases of management initiatives such as proposed early retirement programs such
14 assessments are made in advance of any program offering.¹
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16 In cases of individual employees reaching retirement eligibility (i.e., potential retirements
17 unrelated to a program), such options are typically assessed on an individual basis, often
18 through consultation with the employee concerning his or her intentions.
19

20 Newfoundland Power is proactive in relation to assessing potential human resource
21 options and associated efficiency opportunities available upon employee retirements.

¹ The response to CA-NP-324 indicates both the Company's assessment of *forecast* retirements and replacements associated with the 2005 ERP and the *actual* number of retirements and replacements experienced.