

1 Q. Does Hydro have future staffing and succession plans for the asset management
 2 personnel and for the maintenance operations management personnel and the
 3 field personnel who inspect, maintain and repair the equipment for the
 4 transmission, terminal station, substation, subtransmission and distribution systems
 5 equipment? If so, please explain in detail those staffing and succession plans and
 6 provide copies of them.

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 9 A. In 2013, Transmission and Rural Operations (TRO) reviewed all key management
 10 roles for potential retirements. These positions were evaluated in terms of
 11 probability and impact of current incumbents leaving the position, and then options
 12 to mitigate that risk were identified and acted on, as appropriate for the degree of
 13 certainty, to ensure stability of the organization. This was done with priority on the
 14 one-year horizon first, followed by the three-year horizon. The following table
 15 documents the current situation with respect to potential vacancies for key
 16 management positions within TRO:

Position	Horizon
Line Superintendent TRO (Northern)	1 year
Manager Work Execution TRO (Labrador)	1 year
Manager Work Execution TRO (Northern)	1 year
Manager Safety, Health and Environment	1 year
Team Lead, Support Services TRO (Northern)	1 year
Asset Specialist TRO (Northern/Labrador)	3 year
Asset Specialist Transportation	3 year
Manager Network Services	3 year
Team Lead, Support Services TRO (Central)	3 year

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19 The replacement risk for each of the above positions was assessed as "low" and will
 20 be reviewed as part of TRO's ongoing annual reviews.

The turnover of frontline tradespeople has been a continued focus area within Hydro, particularly driven by the aging workforce and associated retirements. Hydro's apprenticeship program is a key element of the succession plan for tradespeople, providing a feeder stream of trained and ready to work replacement personnel. Anticipated retirements is an input to the apprenticeship program to ensure the right mix and location of the different trades. The apprenticeship program is managed by Human Resources, in consultation with operations.

The number of apprentices by trade currently in TRO is indicated in the table below.

Number of Apprentices ¹	Trade
2	Electrician
23	Line Worker

A second key element of succession planning for operations and maintenance trades is the Technician Training Program. This internal apprenticeship program prepares employees with engineering technology backgrounds for various Technologist roles within Hydro, including distribution services, protection and control, and network services. New technology graduates are required to progress through a four year program of apprenticeship, while new employees with other utility or industrial backgrounds are slotted at the appropriate level based on their experience.

TRO initiated a current state review of its frontline human resources in 2013 with focus on ensuring the right people, in the right locations, in the right numbers. The original plan was to finalize this workforce planning work in the second quarter of

¹ This number has increased by nine apprentices since 2012 (seven Line Workers, one Electrician).

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1 2014 after further analyzing potential impacts of additional assets required for
2 Muskrat Falls integration and new Industrial Customers. This has been rescheduled
3 into the latter half of 2014 to enable current priority focus on action items from the
4 January events reviews.