

1 Q. Further to the response to PUB-NLH-009:

2 "Through capital planning and workforce planning efforts, Hydro is currently developing a
3 framework and processes to compare the required capital resources to execute the CBA against
4 the available internal labour."

5 a) When will the framework and processes to compare the required capital resources to
6 execute the CBA against the available internal labour be completed?

7 b) Does Hydro envision including the review of capital resources to execute the CBA against
8 the available internal labour with each annual capital budget application filed in future
9 years?

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12 A. a) Newfoundland and Labrador Hydro ("Hydro") is now finalizing its Integrated Workforce
13 Planning ("IWP") framework that outlines processes to assess all of Newfoundland and
14 Labrador Hydro's ("Hydro") workforce resource requirements, including capital
15 requirements. This planning tool will inform Hydro's 2027 Capital Budget Application
16 ("CBA").

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18 Hydro's people resource requirement is composed of a mix of full-time employees,
19 temporary employees, overtime hours, embedded contractors, and third-party vendors. The
20 IWP will include review of normal operating work plans, capital programs requirements, as
21 well as expansions with a view to optimizing internal workforce but also addressing gaps
22 with skills and/or caused by work surges identified within the capital program. Specifically,
23 capital planning within the scope of this framework is part of overall workforce planning,
24 sourcing, and resource development.

25 b) Hydro anticipates the review of capital resources needed to execute the CBA as part of an
26 integrated workforce planning process. It is not Hydro's intention to include detailed
27 reviews of workforce planning within the annual CBA. Hydro has commenced review cycles
28 for workforce planning and is executing within its framework which has been established
based

1 on industry standard workforce planning tools. This work is part of Hydro's holistic and
2 strategic workforce planning deliverable.