

1 **Q. In reference to the evidence of Philip Hughes, page 12, line 16, please advise as to**
2 **the costs associated with training a broader skills workforce for the years 1996 to**
3 **forecast.**
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5 A. Training a broader skills workforce within Newfoundland Power is accomplished through
6 internal on-the-job training and exposure to different job functions.
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8 Through in-house initiatives such as job shadowing, temporary work assignments,
9 employee development initiatives, mentoring and an internally developed leadership
10 development training program, Newfoundland Power develops its employees to optimize
11 its workforce potential. This ongoing investment results in a more flexible workforce
12 with the broader skills necessary to increase productivity and contribute towards
13 achieving the Company's goals and objectives.
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15 The costs associated with this training are not tracked separately, nor are the cost savings
16 and efficiencies such training helps to sustain tracked separately. However, providing
17 broader skills to employees and developing the smaller workforce has allowed
18 Newfoundland Power to sustain the workforce reductions that have been achieved in
19 recent years. Since 1992 the Company's workforce has decreased by approximately 33
20 per cent.