

1 Q. **Reference: Justification Report, page 13, lines 20 - 26 and footnote 14**

2 Please provide a copy of the Goss Gilroy Inc. report.

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5 A. As Newfoundland and Labrador Hydro did not commission this report, it

6 can be accessed online using the following link:

7 <https://www.canada.ca/en/treasury-board->

8 [secretariat/corporate/reports/lessons-learned-transformation-pay-](https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/lessons-learned-transformation-pay-)

9 [administration-initiative.html](https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/lessons-learned-transformation-pay-administration-initiative.html)

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11 The report referenced is the Goss Gilroy Inc. study on the management and

12 implementation of the Federal Government's Transformation of Pay Administration

13 Initiative, "Lessons Learned from the Transformation of Pay Administration Initiative." The

14 relevant section is 3.6, Capacity Management which states:

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16 *Major transformation initiatives can be times of significant upheaval and*

17 *turmoil within organizations. Beyond managing the business*

18 *transformations and the enabling IT systems, there must be a real and*

19 *sustained focus on the workforce transformation. As such, even when 1 of*

20 *the goals is to reduce resources and lower costs, this should be planned to*

21 *take place over the medium to long term.*