

- 1 **Q. During the test period Newfoundland Power is planning to undertake initial**  
 2 **planning work for the replacement of the Customer Service System with associated**  
 3 **forecast costs shown below.**  
 4  
 5 a) **Please break down the labour costs into temporary and permanent labour costs.**  
 6 b) **Please provide a breakdown of temporary and permanent FTEs and head count.**  
 7 c) **Will Newfoundland Power's current employees be involved in this initial**  
 8 **planning and assessment phase and the CSS replacement project as a whole? If**  
 9 **so, which job classifications will be involved and in what capacity? If not, why**  
 10 **not?**  
 11 d) **If current Newfoundland Power employees, such as senior administrative or**  
 12 **customer service staff, are involved in this initial planning and assessment phase**  
 13 **and the CSS replacement project as a whole, will temporary employees be used**  
 14 **to backfill their positions while they work on the CSS project?**  
 15 e) **Please provide the expected FTE and headcount change following the completion**  
 16 **of the CSS replacement project. Will FTEs and/or headcount be reduced**  
 17 **following this project? If so, please provide the breakdown of the reductions**  
 18 **between union, non-union and executive employee classifications.**  
 19  
 20 A. a) Approximately \$442,000 and \$408,000 in labour costs are included in Newfoundland  
 21 Power's proposed 2019 and 2020 revenue requirements, respectively, relating to  
 22 replacing the Company's Customer Service System.  
 23  
 24 Table 1 provides a breakdown of these costs by Regular and Standby (i.e. permanent)  
 25 and Temporary.

**Table 1**  
**Customer Service Delivery Assessment**  
**Breakdown of Labour Costs**  
**(\$000s)**

	<b>2019</b>	<b>2020</b>
Regular and Standby	0	0
Temporary	442	408
<b>Total</b>	<b>442</b>	<b>408</b>

26 Forecast labour costs in 2019 and 2020 related to replacing the Customer Service  
 27 System are included as Temporary labour. This reflects the need to backfill Customer  
 28 Relations and Information Services positions while existing employees are assigned  
 29 to the project.

- 1           b) Table 2 provides a breakdown, on an FTE basis, of forecast labour costs relating to  
2           assessing and planning for replacement of the Company’s Customer Service System.

**Table 2**  
**Customer Service Delivery Assessment**  
**Breakdown of Labour Costs**  
**(FTEs)**

	<b>Total Additional FTEs per Year</b>	
	<b>2019</b>	<b>2020</b>
Regular and Standby	0	0
Temporary	3.5	5
<b>Total</b>	<b>3.5</b>	<b>5</b>

- 3           Table 3 provides a breakdown, on a head count basis, of forecast labour costs relating  
4           to assessing and planning for replacement of the Company’s Customer Service  
5           System.

**Table 3**  
**Customer Service Delivery Assessment**  
**Breakdown of Labour Costs**  
**(Head Count)**

	<b>Total Additional Head Count per Year</b>	
	<b>2019</b>	<b>2020</b>
Regular and Standby	0	0
Temporary	4	6
<b>Total</b>	<b>4</b>	<b>6</b>

- 6           c) Yes, Newfoundland Power’s current employees will be involved in assessing and  
7           planning for replacement of the Customer Service System. Technical and functional  
8           experts from the Company’s Information Services and Customer Relations  
9           departments will be engaged throughout the project.  
10  
11           More information on Newfoundland Power’s plan for replacing its Customer Service  
12           System can be found in the responses to Requests for Information PUB-NP-008 and  
13           PUB-NP-016.

1 d) Yes, new employees will be hired on a temporary basis to backfill positions for  
2 employees dedicated to the project. The costs associated with backfilling these  
3 positions are shown in Tables 1 through 3 of this response.  
4

5 e) Newfoundland Power has developed a plan for assessing its customer service delivery  
6 function and the underlying technology. The plan will facilitate implementing a new  
7 Customer Service System within the next 5 years. This is necessary to ensure  
8 continuity in the customer service delivery function.  
9

10 Any changes to labour requirements following implementation of the replacement  
11 system will depend on the technology implemented and whether any changes to  
12 business processes are necessary to continue meeting customers' service expectations.  
13 Details of these operational requirements are unknown at this time and are expected  
14 to be included in a proposal contained within the Company's *2021 Capital Budget*  
15 *Application*.