

1 **Q. (Reference Application, Customer Service Continuity Plan, pages 20 and 21) It is**  
 2 **stated “Internal labour costs include resources from Newfoundland Power’s Customer**  
 3 **Relations and Technology departments. Internal labour costs in 2021 and 2022 reflect**  
 4 **the resources required to procure and design a replacement solution. Internal labour**  
 5 **costs in 2023 reflect the resources required to finalize data conversion requirements,**  
 6 **test and deploy the solution, and train employees in serving customers using the new**  
 7 **technology.”**

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 9 **a) Would this work be carried out by existing or new employees?**

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 11 **b) Would current employees supporting the existing CSS continue to work at NP?**

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 13 **c) Would there be a corresponding reduction in operation and maintenance costs**  
 14 **associated with the use of existing employees to support implementation of the**  
 15 **new CSS?**

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 17 **A. a) With respect to internal labour costs, as referenced in this question, the work required**  
 18 **for the Customer Service System Replacement project would primarily be carried out**  
 19 **by existing employees.**

20  
 21 New employees would be hired in 2 scenarios. The first scenario would be where  
 22 temporary labour is necessary to backfill the positions of certain employees assigned  
 23 to the project. This would primarily consist of hiring temporary Customer Service  
 24 Representatives while existing agents are being trained in using the new system. The  
 25 second scenario would be where specific technical expertise is required to execute the  
 26 project. If an assessment showed this expertise is not available within Newfoundland  
 27 Power’s existing workforce, employees would be recruited to provide that expertise.  
 28 The specific expertise required will depend on the specific solution that is  
 29 implemented.

30  
 31 **b) Yes, the current employees supporting the existing system would continue to work at**  
 32 **Newfoundland Power. The Company is not forecasting a reduction in internal**  
 33 **support resources upon implementing a replacement system.<sup>1</sup>**

34  
 35 **c) No, Newfoundland Power is not forecasting a corresponding reduction in operation**  
 36 **and maintenance costs associated with the use of existing employees to support**  
 37 **implementation of the new system. Customers’ service requests and enquiries are not**  
 38 **expected to decrease while the replacement project is ongoing. The current system**  
 39 **would remain in operation and continue to require support while the replacement**  
 40 **project is ongoing.**

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<sup>1</sup> For more information on support requirements for the new system, see response to Request for Information CA-NP-074.