



**Diane Roy**  
Director, Regulatory Services

**Gas Regulatory Affairs Correspondence**  
Email: [gas.regulatory.affairs@fortisbc.com](mailto:gas.regulatory.affairs@fortisbc.com)

**Electric Regulatory Affairs Correspondence**  
Email: [electricity.regulatory.affairs@fortisbc.com](mailto:electricity.regulatory.affairs@fortisbc.com)

**FortisBC**  
16705 Fraser Highway  
Surrey, B.C. V4N 0E8  
Tel: (604) 576-7349  
Cell: (604) 908-2790  
Fax: (604) 576-7074  
Email: [diane.roy@fortisbc.com](mailto:diane.roy@fortisbc.com)  
[www.fortisbc.com](http://www.fortisbc.com)

September 21, 2016

Movement of United Professionals  
c/o Quail, Worth & Allevato Barristers and Solicitors  
405-510 West Hastings St.  
Vancouver, BC  
V6B 1L8

Attention: Mr. Jim Quail

Dear Mr. Quail

**Re: FortisBC Energy Inc. (FEI)**

**Project No. 3698886**

**Multi-Year Performance Based Ratemaking Plan for 2014 through 2019  
approved by British Columbia Utilities Commission (Commission) Order G-138-  
14 – Annual Review for 2017 Rates (the Application)**

**Response to Canadian Office and Professional Employees Union, Local 378  
(known as Movement of United Professionals or MoveUP) Information Request  
(IR) No. 1**

---

On August 2, 2016, FEI filed the Application referenced above. In accordance with Commission Order G-122-16 setting out the Regulatory Timetable for the review of the Application, FEI respectfully submits the attached response to MoveUP IR No. 1.

If further information is required, please contact the undersigned.

Sincerely,

**FORTISBC ENERGY INC.**

***Original signed:***

Diane Roy

Attachments

cc (email only): Commission Secretary  
Registered Parties

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 1

1    **1.0    Reference:    Staffing Levels**

2                            **Exhibit B-2, Section 1.4.2, page 5**

**Table 1-2: Employees at Year-End<sup>6</sup>**

	<u>Headcount</u>	<u>FTEs</u>
2013 Actual	1,764	1,679
2014 Actual	1,704	1,650
2015 Actual	1,656	1,573
2016 Projected	1,721	1,613

3  
4                    1.1    Please provide a modified table showing FEI's actual Headcount and FTE's as of  
5                    August 31, 2016.

6  
7    **Response:**

8    Below is a modified table broken down by affiliation that also includes FEI's headcount and  
9    average FTEs as of August 31, 2016.

<p style="text-align: center;">FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)</p>	<p style="text-align: center;">Submission Date: September 21, 2016</p>
<p style="text-align: center;">Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1</p>	<p style="text-align: center;">Page 2</p>

**Table 1-2: Employees at Year End**

Year	Affiliation	Headcount	Average FTEs
2013 Actual	MoveUp	764	702
	IBEW	528	520
	M&E	472	457
	<b>Total</b>	<b>1,764</b>	<b>1,679</b>
2014 Actual	MoveUp	711	656
	IBEW	499	502
	M&E	494	492
	<b>Total</b>	<b>1,704</b>	<b>1,650</b>
2015 Actual	MoveUp	674	616
	IBEW	497	488
	M&E	485	469
	<b>Total</b>	<b>1,656</b>	<b>1,573</b>
2016 Projected	MoveUp	668	607
	IBEW	535	516
	M&E	518	490
	<b>Total</b>	<b>1,721</b>	<b>1,613</b>
2016 August Actual	MoveUp	638	594
	IBEW	514	503
	M&E	494	473
	<b>Total</b>	<b>1,646</b>	<b>1,570</b>

1.2 Please provide a breakdown of the five sets of Headcount and FTE figures in the table generated in response to COPE IR 1.1 to show how many of each were/are/are projected to be COPE378 members, IBEW members, and Management and Excluded (M&E).

**Response:**

Please refer to the response to MoveUP IR 1.1.1.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 3

**2.0 Reference: COPE378 IR 1.0 TOPIC 2.0 From FortisBC Energy Inc. Annual Review of 2016 Rates**

**Customer Service – Provision of Services to FortisBC Inc.**

**Exhibit B-9**

September 09, 2015 Email from FEI Manager Lori Harris to FEI Customer Contact Centre Staff:

In January of this year we started using some of our gas CSR's from the Prince George contact centre to assist our electric operations with call volume peaks. This has been very successful in helping us achieve our SQI targets that were set as part of the Performance Based Ratemaking (PBR) decision. We would like to continue to build on this experience by having our electric resources start to support gas operations where gas needs additional support.

The TCC has many long term and experienced employees well positioned to help support our gas operations. We believe that the implausible cases in billing production are a good candidate for this support as it is highly seasonal and fluctuates often requiring a larger pool of resources to support it at various times and it is a function with a high level of overlap in both electric and gas billing knowledge and experience.

In order to support this we will be posting 6 one year temporary positions at the TCC:

- o One Billing Leader
- o 5 Billing Analysts

Additional resources in our gas operations will be trained to take electric calls to offset the loss of the 6 resources at the TCC. The billing leader will be trained on the processes first and will then help support the training of the new billing analysts once in place. After the first 6 months we will evaluate the support plan and look to make changes to it if required.

The key objective of this change is to work together to provide additional support and flexibility during seasonal peaks for all types of work while maintaining service levels and the SQI levels that we have committed to.

If you have any questions please don't hesitate to speak to your manager.

Thank you.

2.1 In response to COPE IR 2.1 in the Annual Review of 2016 Rates, FEI indicated that, "As of September 23, 2015, one position has been posted at the TCC to support FEI's gas operations. This is the Billing Leader position described in the email above." As of August 31, 2016, have the 6 positions referenced in this email been filled?

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 4

**Response:**

Although all positions were initially filled, there were subsequent vacancies that were recently posted and filled with different employees. As of August 31, 2016, 1 billing leader and 3 billing analysts were in place. The remaining 2 billing analyst postings were filled effective September 12, 2016.

2.1.1 When do each of the one year temporary terms for the 6 positions referenced above expire?

**Response:**

The billing leader position expires on October 14, 2016, and the five billing analyst positions expire on November 11, 2016.

2.1.2 Please confirm whether TCC intends to renew these temporary positions upon their expiry.

**Response:**

Yes, FBC intends to extend these temporary positions to December 31, 2016.

2.1.3 Please confirm whether TCC has or intends to make these positions permanent.

**Response:**

Although FBC intends to make these positions permanent, a final determination has not been made at this time.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 5

2.2 Are gas employees currently being used to assist Electric (FBC) Operations (in particular, CSR's, SCSR's, CSL's and collections representatives?)

**Response:**

This response also addresses MoveUP IR 1.2.2.1 and 1.2.2.2.

Yes, FEI employees are used to answer calls to assist FBC customers during high volume periods. As of August 31, 2016, 17 FEI CSRs based in Prince George are trained and available to take electric customer calls. For the first 3 months of 2016 there were 2 FEI Senior CSRs based in Prince George that also assisted in electric customer calls.

These employees are not fully dedicated to taking electric calls. Instead, they are called upon when the electric queues require additional support to reduce wait times for customers and when the gas queues are slow enough to support it. This initiative takes advantage of slower periods of call volume for the gas operations where previously there would have been idle time for FEI staff. Instead, that idle time is now being used to support the electric operations, which is then charged for the service, creating efficiencies in both operations.

2.2.1 If yes, please confirm as of August 31, 2016 how many of these FEI employees are assisting Electric Operations (FBC) in this manner?

**Response:**

Please refer to the response to MoveUP IR 1.2.2.

2.2.2 Please provide the job title, workplace location or locations of these FEI employees engaged in assisting Electric Operations and the number of employees engaged in this work at each physical location.

**Response:**

Please refer to the response to MoveUP IR 1.2.2.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 6

2.2.2.1 Please confirm that the map below (found at <https://www.fortisbc.com/About/ServiceAreas/Pages/default.aspx>) accurately reflects the location of the FBC service area in relation to FEI's various customer service locations.



FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 7

1    **Response:**

2    This map accurately reflects the FortisBC service areas.

3    FortisBC has Customer Contact Centres in Trail, Prince George and Burnaby. Burnaby is not  
4    shown on the map.

5

6

7                   2.2.3    Please confirm that these FEI employees now receive schedules  
8                            indicating when they are required to perform work on behalf of FBC  
9                            customers.

10

11   **Response:**

12   Whenever possible, FEI will indicate in the employees' schedules when they are scheduled to  
13   take FBC customer calls. However, there are times when an FEI employee will be asked to  
14   take FBC calls where they have not been scheduled and times when taking FBC calls would be  
15   removed from their schedule due to un-expected changes in call volumes.

16

17

18

19                   2.2.4    Please confirm that during those scheduled shifts, those FEI employees  
20                            do work on behalf of electric customers only.

21

22   **Response:**

23   Not confirmed. During those scheduled shifts, FEI employees complete work on behalf of both  
24   electric and gas customers.

25

26

27

28                   2.2.5    Please provide for the evidentiary record, a table listing for each  
29                            calendar month since August 2015 the number of times FEI CSR's are  
30                            scheduled to take FBC calls; the total number of hours FEI CSR's are  
31                            scheduled to take FBC calls; the total FBC call volumes handled by FEI  
32                            CSR's; and the Cross Charges charged to FBC through the Company's  
33                            intercompany allocation process.

34



FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 8

**Response:**

The following information is not available as requested due to limitations in the system:

- The number of times FEI CSRs are scheduled to take FBC calls; and
- The total number of hours FEI CSRs are scheduled to take FBC calls.

The remainder of the requested information is contained in the table below, including the total FBC call volumes handled by FEI CSR's and the cross charges charged to FBC through the intercompany allocation process:

	15-Sep	15-Oct	15-Nov	15-Dec	16-Jan	16-Feb	16-Mar	16-Apr	16-May	16-Jun	16-Jul	16-Aug
<b>Volume</b>	433	485	739	351	676	264	290	83	497	1,430	2,047	1,998
<b>Cost Per Interaction</b>	\$8.26	\$10.87	\$10.11	\$14.15	\$6.32	\$6.32	\$6.32	\$8.27	\$8.27	\$8.27		
<b>Cross Charges</b>	\$3,578	\$5,273	\$7,475	\$4,968			\$7,776			\$16,630		

The cost per interaction is obtained by taking the total contact centre costs for the month and dividing them by the total number of interactions handled by the contact centre. Both the monthly costs and number of interactions vary from month to month, causing variation in the cost per interaction. For 2016, the cost per interaction has been calculated on a quarterly basis rather than a monthly basis.

As the cost per interaction and cross charges are now calculated at the end of each quarter, cost data will not be available for the third quarter of 2016 until sometime in October.

2.2.6 Please provide for the evidentiary records, a table listing for each calendar month since August 2015 the number of times the FEI employees listed in 2.2 have been scheduled to perform FBC work (by job title), the total number of hours those employees have been scheduled to perform FBC work, and the associated Cross Charges to FBC through the Company's intercompany allocation process.

**Response:**

Please refer to FEI's response to MoveUP IR 1.2.2.5.

Since only CSRs are listed in response to MoveUP IR 1.2.2, the information requested in this IR is identical to the information requested in MoveUP IR 1.2.2.5.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 9

2.2.7 Please confirm whether FEI is currently calculating the cross charges associated with these FEI workers performing FBC work on an hourly or per transaction basis. Please list all positions whose work is charged to FBC on an hourly rate and all positions whose work is charged to FBC on a per transaction basis.

**Response:**

FEI is currently calculating the cross charges associated with FEI CSRs taking FBC customer calls on a per transaction basis.

FEI is also cross charging FBC for management support for management roles that have regular oversight of both gas and electric divisions based on estimates of time worked and the salaries of the management roles involved.

Any other ad-hoc management or front line staff support would be charged at an hourly rate.

2.2.8 Please describe the nature of the calls the gas CSR's take from FBC customers. (i.e. billing disputes, emergency service calls, calls from contractors, etc.)

**Response:**

Once CSRs are fully trained, they are able to take all types of calls including move in and move outs, billing inquiries, payment arrangements, trouble calls and construction related inquiries.

2.2.9 What, if any, training has been provided to these gas CSR's to facilitate their provision of these services to FBC customers?

**Response:**

FEI provides its customer service staff the same training that FBC has been using for ten years to onboard new employees in order to prepare them to handle electric customer service calls. This training has been shortened to account for skills and knowledge common between the two operations and therefore already familiar to gas customer service representatives. This first

<p style="text-align: center;">FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)</p>	<p style="text-align: center;">Submission Date: September 21, 2016</p>
<p style="text-align: center;">Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1</p>	<p style="text-align: center;">Page 10</p>

phase of training takes four days (or 24 hours) to complete. The first phase of training allows employees to answer Customer Service calls (move in and move outs, billing inquires and payment arrangements). A second phase of training takes two days (or 16 hours) to complete. The second phase of training allows employees to handle trouble calls and construction related inquiries.

2.2.10 What, if any training has been provided to these gas SCSR's, CSL's, and collection representatives to facilitate their provision of these services to FBC customers?

**Response:**

Please refer to the response to MoveUP IR 1.2.2.9.

2.2.11 Please provide the allocation of rate base associated with the Customer Service Centres as between FortisBC Energy Inc. and FortisBC Inc. in both dollar and percentage terms.

**Response:**

There is no allocation of rate base associated with the Customer Service Centres as between FEI and FBC. FEI's practice with respect to allocating costs between entities is not to allocate the rate base itself but, where applicable under the relevant agreements and as approved by the Commission, to include a facilities fee as a component of its cross charges to recover the costs of the associated facilities. The Shared Services Agreement between FEI and FBC was filed with and reviewed by the Commission as part of FEI's 2012-2013 Revenue Requirements and Rates Application. As discussed by FEI in that application and by FBC in its 2012-2013 Revenue Requirement Application, and also in FEI's and FBC's PBR applications, the Shared Services Agreement between FEI and FBC does not include an overhead charge or a facilities fee. Commission Order G-110-12, related to FBC's 2012-2013 Revenue Requirements Application, approved this treatment as follows: "Cross charges between FortisBC and its affiliates regulated by the Commission are approved to be based on fully loaded costs, not including overhead."

FEI allocates costs for Contact Centre staff based on a cost per interaction. The cost per interaction is calculated using all of the contact centre costs, including labour costs, staff

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 11

- 1 expenses, office expenses, management oversight, etc., divided by the total number of calls
- 2 that were handled. Similar to other labour charges between FEI and FBC, the cost per
- 3 interaction does not include a facilities fee.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 12

**3.0 Reference: August 12, 2016 Email from Email from FEI Manager Lori Harris to  
FEI Customer Contact Centre Staff:**

**From:** Harris, Lori  
**Sent:** Friday, August 12, 2016 1:16 PM  
**To:**  
**Subject:** CIC Go Live This Weekend at the TCC

Hi everyone,

Over the weekend the Trail Contact Centre will be going live with CIC which means Trail, Prince George and Willingdon Park will now all be on the same phone system! The Avaya phone system will no longer be used to take electric calls.

What does this mean for you?

As of Monday morning, when you are scheduled to take electric calls you will **NO** longer have to do the following:

Log into your Avaya Phone

Change your CIC stats to "Electric No ACD"

No longer have to use a separate headset

Workforce will now have the ability to put you in the electric queue when your scheduled time to take electric call happens. You will however still have to log into CIS prior to taking calls. Once you are in the electric queue, you will receive electric calls and use CIC the same as you do for gas calls. For example you will set your status to Available when you are ready to take calls and you will transition into follow up when your call is disconnected. When you receive the wrap code pop up it will have all the electric wrap codes that you use today.

To ensure you are ready the RTM will be pinging you when they move you into the electric queue. Since you will be no longer using your Avaya phone we will have them removed off your desk in the next few weeks.

Your manager will be available for you to assist in the transition if you have any questions.

Thanks

Lori

Lori Harris  
FortisBC  
Manager, Customer Operations and Contact Centres

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 13

(please note this email has been altered to redact the names of the FEI employees and groups who received this email as well as Ms. Harris' email, cell, and work telephone numbers. The text of this email is otherwise unaltered.)

3.1 Please confirm that the change in the phone systems referenced in this email took effect on Monday, August 15, 2016.

**Response:**

Confirmed.

3.2 Please confirm that FEI employees scheduled to take FBC calls prior to August 15, 2016 had to use and log into a separate, hard wired phone system and use a separate telephone headset while performing this work than they used while performing work on behalf of FEI customers.

**Response:**

Confirmed.

3.2.1 Please indicate which utility bore the cost of all additional equipment used by FEI employees to facilitate their work on behalf of FBC customers since the program pilot began.

**Response:**

No additional equipment was purchased to be used by FEI employees to facilitate their work on behalf of FBC. All required equipment was initially purchased by FBC and re-used by FEI employees.

3.2.2 What costs were associated with this additional equipment?

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 14

1

2 **Response:**

3 No additional equipment was required by FEI employees as a result of this transition.

4

5

6

7 3.2.3 What costs (if any) were associated with the equipment transition  
8 referenced in this email? If there were costs, which utility paid for  
9 them?

10

11 **Response:**

12 There was no CSR equipment costs associated with the transition referenced in this email.

13

14

15

16 3.2.4 Please confirm that FEI employees will still be required to log into a  
17 separate CIS system before they can begin their scheduled work taking  
18 calls from FBC customers.

19

20 **Response:**

21 Confirmed.

22

<p style="text-align: center;">FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)</p>	<p style="text-align: center;">Submission Date: September 21, 2016</p>
<p style="text-align: center;">Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1</p>	<p style="text-align: center;">Page 15</p>

**4.0 Reference: BC Hydro Filing of Consolidated Information, BC Hydro Inquiry of Expenditures**

**SAP Platform**

**Exhibit B-3, page 10**

► SAP is the world's largest enterprise software vendor and the third largest global software vendor. It is headquartered in Walldorf, Germany, and has 310,000 customers in 190 countries.<sup>21</sup> SAP is the leading ERP within the utilities sector, with 4,200 customers in 118 countries, and there have been many successful deployments. Of these customers, 2,000 utilities run ERP and/or Customer Relationships & Billing. SAP is used for ERP functions by most regulated utilities in Canada, including FortisBC, TransAlta, SaskPower, Manitoba Hydro, Hydro One, Hydro Quebec and NB Power.<sup>22</sup>

4.1 Please confirm that FEI uses the Systems, Applications and Products (SAP) system for its Enterprise Resource Planning (ERP) and data management functions.

**Response:**

Confirmed. FEI uses the Systems, Applications and Products (SAP) system for its Enterprise Resource Planning (ERP) and data management functions.

4.2 Please confirm whether FBC also uses the SAP system for its ERP and data management functions.

**Response:**

Confirmed. FBC uses the SAP system for its ERP and data management functions. Unlike FEI, however, FBC uses Oracle CIS + for its customer billing solution.

4.2.1 If so, does the FEI and FBC SAP systems communicate at all? If so, please describe the degree of integration and/or intersystem communication that takes place.



FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 16

**Response:**

The FEI and FBC SAP systems do not have any direct interfaces. Any information shared between the systems is through reports generated from the individual systems.

4.2.2 If not, are there plans to integrate or interconnect these two utilities' SAP platforms in the future?

**Response:**

There are plans to consolidate the SAP platforms in the future. Details of how this will be achieved and timelines as to when this will happen have yet to be determined. The options are currently being investigated.

4.2.3 Please indicate what work was undertaken and costs (if any) FEI or FBC incurred to modify their respective SAP platforms to accommodate this cross-utility work?

**Response:**

Based on other MoveUP IRs and the similar IR asked by MoveUP in the FortisBC Inc. Annual Review for 2017 Rates, FEI understands "this cross-utility work" to be a reference to the cross-utility work currently performed by FEI CSRs, FEI SCSRs and FBC Billing Analysts.

The work undertaken to modify the respective SAP platforms to accommodate this cross-utility work has been to set up FBC Billing Analysts as users to access FEI's SAP billing system, as well as the associated licensing to allow them to access the FEI SAP billing system. Set up costs are minimal, and the additional licensing costs are approximately \$16,000 to purchase and \$3,500 for annual support, all of which is being allocated to FEI.

Access required by FEI CSRs and SCSRs to the FBC billing system, which is an FBC developed system and not SAP, does not have any incremental costs.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 17

4.2.3.1 To which utility or utilities are those costs (if any) being charged?

**Response:**

Please refer to the response to MoveUP IR 1.4.2.3.

4.3 Please confirm what aspects of FEI's CSR's work are tracked using the SAP for performance reviews and/or enforcement of company policies.

**Response:**

SAP is used for time entry for contact centre staff and to provide data that is used for the customer satisfaction survey. In addition, SAP would be reviewed on an as-needed basis to review accounts as part of escalation investigations or the ongoing coaching of CSRs.

4.3.1 If the SAP platform is not used to track FEI's CSR's work performance and compliance with any and all FEI policies, please specify all tools, staff time or programs are used, their associated costs and their purpose.

**Response:**

FEI uses all applications and systems used by front line staff in order to review work in support of coaching and development. In addition, results of the post-call satisfaction survey are reviewed and discussed with staff on an as-needed basis. Finally, individual metrics are tracked through the telephony system, reporting on individual contributions to the departmental SQIs and discussed with staff on a monthly basis.

It is important to note that coaching and development is not a stand-alone activity or program and no one system is dedicated to it. Instead, it is an integral part of the daily management of the contact centre and a function performed by all staff on a daily basis in order to improve the customer experience and achieve the desired results. As a result of this, costs relating to coaching and development are not tracked separately from overall contact centre costs.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 18

1    **5.0    Reference:    Service Quality Indicators**  
2                                    **Exhibit B-2, Section 13.2.1 Safety Service Quality Indicators,**  
3                                    **Emergency Response Time, page 133**

This SQI measures the utility's responsiveness to on average 25,500 annual emergency events that include gas odour calls, carbon monoxide calls, house fires and hit lines. It is calculated as:

$$\frac{\text{Number of emergency calls responded to within one hour}}{\text{Total number of emergency calls in the year}}$$

There are many variables affecting the response time, including time of day (i.e. during business hours or after business hours), number and type of events, available resources, location (i.e. travel times and traffic congestion) and weather conditions.

The 2015 result was 97.3 percent which was within the performance range with the benchmark at 97.7 percent and the threshold at 96.2 percent. The June 2016 year-to-date performance is 97.4 percent which is also between the threshold and the benchmark.

4  
5                    5.1    Please provide an updated Emergency Response Time SQI calculation using  
6                                    figures current to August 31, 2016.

7  
8    **Response:**

9    The Emergency Response Time SQI result current to August 31, 2016 is 97.4%.

10  
11

12  
13                    5.2    In both this filing and the FEI Annual Review of 2016 Rates, the Company  
14                                    attributed improvements in its response time to emergency events to “changes  
15                                    made to technician shift schedules starting in January 2015” although in the  
16                                    current application additional reference was made to the positive impacts of a  
17                                    decrease in the number of emergency events reported. Are these the only two  
18                                    factors the Company has identified that have contributed to its ability to improve  
19                                    on 2014's 96.7% result? If not, please list the other factors and discuss their  
20                                    impacts on FEI's Emergency Response Time

21  
22    **Response:**

23    Yes, these are the only two factors the Company has identified that have contributed to its  
24    ability to improve on the 2014 Emergency Response Time result of 96.7%.

25  
26

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 19

1  
2                   5.2.1     Has FEI undertaken a process to identify any further changes that could  
3                             or will be made to technician schedules to further improve its  
4                             Emergency Response Time performance?  
5

6     **Response:**

7     FEI has not undertaken a process to identify further changes to technician schedules at this  
8     time.

9  
10

11  
12                   5.2.1.1           If so, please provide the results of that study.  
13

14     **Response:**

15     Please refer to the response to MoveUP IR 1.5.2.1.

16  
17

18  
19                   5.2.1.2           If not, please explain why FEI is not seeking to identify all  
20                             opportunities to improve its Emergency Response Times.  
21

22     **Response:**

23     FEI is not currently planning further steps to improve Emergency Response Times as results  
24     are trending positively and are close to the benchmark.

25

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 20

## 6.0 Reference: Service Quality Indicators

### Exhibit B-2, Section 13.2.1. Safety Service Quality Indicators, Telephone Service Factor (Emergency)

FEI States: "The 2016 result was 97.6% which was better than the benchmark of 95 percent approved by the Commission. The June 2016 year-to-date performance is 98.7% which is also better than the benchmark."

6.1 Please update Table 13-2 (still including the June 2016 year-to-date figure) with the Telephone Service Factor (TSF) updated to August 31, 2016.

#### Response:

FEI notes that Table 13-3 (not Table 13-2) reflects the Telephone Service Factor (Emergency). As such, FEI has updated Table 13-3 to include year to date information for August 2016.

**Table 13-3: Historical Telephone Service Factor (Emergency)**

Description	2009	2010	2011	2012	2013	2014	2015	June 2016 YTD	August 2016 YTD
<b>Annual Results</b>	98.3%	99.2%	96.5%	96.5%	95.6%	95.8%	97.6%	98.7%	98.8%
<b>Benchmark</b>	n/a	n/a	n/a	n/a	n/a	95.0%	95.0%	95.0%	95.0%
<b>Threshold</b>	n/a	n/a	n/a	n/a	n/a	92.8%	92.8%	92.8%	92.8%

6.2 Please comment on whether FEI views the band between the Commission approved TSF Benchmark and Threshold as the point at which it is no longer required to examine whether further improvements to its TSF performance could be made to improve public safety.

#### Response:

FEI is focused on the safety of the public and its employees. In this regard, FEI believes that the TSF (Emergency) benchmark has been appropriately set at a high level. The TSF (Emergency) Benchmark of 95 percent means that 95 percent of emergency calls received are answered within 30 seconds or less. The band between the benchmark and threshold is the range within which performance of the SQI is considered satisfactory for the purposes of the PBR plan as approved by the Commission. Please refer to the response to BCSEA IR 1.7.1.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 21

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20

6.3 Please indicate at what point (TSF percentage) FEI has or will cease to seek opportunities to improve its TSF (Emergency) performance metrics?

**Response:**

Please refer to the response to BCSEA IR 1.7.1.

6.4 Please list all efforts FEI has made since the beginning of the current PBR period to identify cost-effective means to further improve its TSF (Emergency) performance.

**Response:**

FEI has not made efforts to exceed the TSF (Emergency) benchmark because the TSF (Emergency) benchmark was approved at a level that supports safe and reliable service. Please refer to the response to BCSEA IR 1.7.1.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 22

## 7.0 Reference: Service Quality Indicators

### Exhibit B-2, Section 13.2.1 Safety Service Quality Indicators, All Injury Frequency Rate, pp 134-5

#### 7.1

The Company's 2009 to 2015 and 2016 year-to-date AIFR results are provided below. FEI notes that the 2013 and 2015 annual AIFR were impacted by ergonomic-related injuries.

**Table 13-4: Historical All Injury Frequency Rate Results**

Description	2009	2010	2011	2012	2013	2014	2015	June 2016 YTD
<b>Annual Results</b>	2.49	2.66	1.66	1.91	3.02	1.73	2.52	1.39
<b>Three year rolling average</b>	2.55	2.26	2.27	2.08	2.20	2.22	2.42	1.88
<b>Benchmark</b>	n/a	n/a	n/a	n/a	n/a	2.08	2.08	2.08
<b>Threshold</b>	n/a	n/a	n/a	n/a	n/a	2.95	2.95	2.95

Please update this table (still including the June 2016 year-to-date figure) with the AIFR results updated to August 31, 2016.

#### **Response:**

Below is the updated table through to August 31, 2016.

**Table 13-4: Historical All Injury Frequency Rate Results**

Description	2009	2010	2011	2012	2013	2014	2015	June 2016 YTD	August 2016 YTD
<b>Annual Results</b>	2.49	2.66	1.66	1.91	3.02	1.73	2.52	1.39	1.91
<b>Three Year Rolling Average</b>	2.55	2.26	2.27	2.08	2.2	2.22	2.42	1.88	2.05
<b>Benchmark</b>	n/a	n/a	n/a	n/a	n/a	2.08	2.08	2.08	2.08
<b>Threshold</b>	n/a	n/a	n/a	n/a	n/a	2.95	2.95	2.95	2.95

7.2 Please prepare a table describing each of the injuries recorded to August 31, 2016, setting out:

- Date
- Work Location
- Bargaining Unit (if any) of the Injured Employee

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 23

- 1 - Nature of the Injury
- 2 - Work days lost (if any)
- 3 - Confirmation that the Injured Employee has Returned to Work
- 4

5 **Response:**

6 The requested table is provided below.

Affiliation	Date	Incident Type	Location	Injury	Return to Work Date	Total Days Lost
MoveUP	1/10/2016	Lost Time	Surrey	Sprain, Strain or Tear	25-Jan-16	14
MoveUP	1/28/2016	Medical Treatment	Surrey	Fall, Slip or Trip Injury	N/A	N/A
IBEW	2/2/2016	Lost Time	Chilliwack	Sprain, Strain or Tear	9-Feb-16	6
IBEW	2/22/2016	Medical Treatment	Abbotsford	Sprain, Strain or Tear	N/A	N/A
IBEW	3/2/2016	Medical Treatment	North Vancouver	Fall, Slip or Trip Injury	N/A	N/A
M&E	4/11/2016	Medical Treatment	Vancouver	Swelling	N/A	N/A
IBEW	4/20/2016	Medical Treatment	Unknown	Swelling	N/A	N/A
IBEW	5/27/2016	Medical Treatment	Coquitlam	Sprain, Strain or Tear	N/A	N/A
IBEW	6/2/2016	Lost Time	Burnaby	Sprain, Strain or Tear	13-Jun-16	11
IBEW	6/3/2016	Lost Time	Burnaby	Sprain, Strain or Tear	7-Jun-16	1
IBEW	6/20/2016	Lost Time	Hope	Cut, Puncture, Scrape	27-Jun-16	4
MoveUP	7/12/2016	Lost Time	Langley	Sprain, Strain or Tear	22-Aug-16	41
IBEW	7/15/2016	Medical Treatment	Vernon	Laceration/Cut	N/A	N/A
MoveUP	7/15/2016	Lost Time	Surrey	Bruise	27-Jul-16	8
IBEW	7/20/2016	Medical Treatment	Langley	Sprain, Strain or Tear	N/A	N/A
IBEW	7/21/2016	Lost Time	Tilbury	Fall, Slip or Trip Injury	29-Jul-16	2
IBEW	8/10/2016	Lost Time	Coquitlam	Sprain, Strain or Tear	15-Aug-16	4
IBEW	8/23/2016	Lost Time	Burnaby	Sprain, Strain or Tear	29-Aug-16	6

- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14
- 15
- 16

7.3 At lines 20-21 on page 135 of the Application, the Company said, “FEI notes that the 2013 and 2015 annual AIFR were impacted by ergonomic-related injuries.”

How many of the 2015 ergonomic-related injuries happened in an office environment as opposed to “in the field”?



<p style="text-align: center;">FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)</p>	<p style="text-align: center;">Submission Date: September 21, 2016</p>
<p style="text-align: center;">Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1</p>	<p style="text-align: center;">Page 24</p>

1    **Response:**

2    There were a total of twenty-seven ergonomic-related injuries in 2015. Twenty-six of these  
3    injuries occurred “in the field”, and one occurred in an office environment.

4

5

6

7           7.4    “The three-year rolling average of the annual results including 2016 June year-to-  
8                   date results is 1.88 which is better than the benchmark. The 2016 June year-to-  
9                   date annual AIFR is 1.39 as a result of 6 Medical Treatment and 4 Lost Time  
10                  Injuries.”

11           ...

12                   “Based on the results to date in 2016, the Target Zero safety program appears to  
13                   be having a positive impact on improving corporate safety.”

14

15                   Please explain on what empirical basis FEI is attributing its improved AIFR  
16                   performance to the Target Zero safety program. Please provide any evidence  
17                   that FEI has to that effect on the record.

18

19    **Response:**

20    The Target Zero program was officially launched in January 2016 and has been integrated into  
21    the Company’s core safety management system, and across all operating areas in the  
22    Company. The Target Zero program and associated elements have raised the level of overall  
23    safety awareness among field and office workers. Throughout the Company, safe work  
24    practices have been reinforced based on detailed work reviews.

25    Year to date, the positive impacts of the Target Zero program are evident from: an increase in  
26    employee participation in the “MoveSafe” ergonomic program; an increased number of safety  
27    meetings; and targeted initiatives (such as Safe Driving) that employees have had direct input  
28    into developing. Business unit safety action plans are reviewed with senior management on a  
29    regular basis, providing heightened visibility around areas that can be more frequently  
30    addressed in employee communications, such that additional support can be provided and the  
31    learnings shared.

32    The results of these efforts are reflected in the Company’s August 31, 2016 YTD All Injury  
33    Frequency Rate (AIFR) that is 1.91 and currently trending below the 2015 annual AIFR of 2.52.  
34    This improvement aligns with the development and implementation of the Target Zero program.

35

<p style="text-align: center;">FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)</p>	<p style="text-align: center;">Submission Date: September 21, 2016</p>
<p style="text-align: center;">Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1</p>	<p style="text-align: center;">Page 25</p>

1     **8.0     Reference:     The Target Zero Safety Program**

2

3     In its response to COPE IR 7.1 in the FEI Annual Review of 2016 Rates (page 18 of

4     Exhibit B-9), FEI outlined the following programs it intended to pursue as part of the

5     Target Zero safety program.

- Annual employee safety perception survey that allows the company to better understand the current state of the safety culture and prioritize and implement initiatives that are relevant to employees.
- Targeted and relevant safety communications
  - Consistently branded safety communications and messaging throughout respective operating areas using different media formats including, stickers, banners, video, license plates and social media.
- Annual safety performance analysis developed for all business units
  - A safety analysis performed for each business unit that includes safety survey results, adherence to established internal programs, safety statistics, and review of the annual safety action plan, leadership engagement, employee involvement, regulatory compliance and hazard control.
- Safety action plans are created by each business unit on an annual basis that addresses findings from the annual safety performance analysis. This will become the blueprint for that business unit's safety improvement. This approach recognizes that all business units are not at the identical place in their safety evolution.
- Development and implementation of a new voluntary employee based safety program. A voluntary safety program developed and administered by the employees for the employees.

6

7     8.1     Please confirm that as of August 31, 2016 the Company has implemented each

8     of these programs as part of its Target Zero safety program.

9

10    **Response:**

11    FEI has implemented the specified programs as stated in the response to COPE IR 7.1 in the

12    FEI Annual Review for 2016 Rates.

- 13    • FEI's first annual employee safety perception survey was completed in October 2015
- 14    and is scheduled again in October 2016.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 26

- Targeted and relevant safety communications have been delivered to all employees through monthly safety newsletters, videos, posters, safety meetings, safety related events and the FEI intranet.
- The inaugural safety performance analysis for each business unit was completed by the Occupational Health and Safety team and presented in December 2015. The 2016 safety performance analysis is scheduled to be completed and delivered in December 2016.
- All business units created their 2016 safety action plans which were presented to the Executive Leadership Team at the annual safety summit in January 2016. A status update was presented by all business units in May with another scheduled for October.
- An employee based safety program kicked off in January 2016 with employee representation from both office and field positions. The first program is targeting the elimination of “backing up” vehicle incidents and will be rolled out corporately beginning in September and continuing through the remainder of 2016.

8.2 If any these specified programs have not been implemented, please indicate whether FEI intends to implement them; if so, when FEI intends to implement them; and if not, why FEI has abandoned its intention to implement them.

**Response:**

Please refer to the response to MoveUP IR 1.8.1.

8.3 In its response to COPE IR 8.1 in the FEI Annual Review of 2016 Rates (page 21 of Exhibit B-9), FEI said, “FEI is planning to spend an incremental \$750 thousand O&M in 2016 in support of the Target Zero program.”

How much has FEI spent on the Target Zero program as of August 31, 2016?

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 27

1 **Response:**

2 FEI has spent incrementally approximately \$570 thousand in O&M through August 31, 2016 on  
3 the Target Zero program.

4 The Company has implemented the Target Zero program and met all initial objectives. Costs  
5 incurred to date to support the program include: hiring additional safety professionals into the  
6 Occupational Health and Safety team; holding a safety summit for senior leadership; supporting  
7 employee based safety committee activities; developing a wider range of communication tools;  
8 and engaging third party consultants to assist in identifying further opportunities to support  
9 continuous improvement in safety.

10

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 28

**9.0 Reference: FEI's Corporate Scorecards**

9.1 Please file the Utility's Corporate Scorecards for F2014, 2015, and 2016.

**Response:**

FEI's Corporate Scorecard results for June 2016, F2015 and F2014 are provided in Attachment 9.1.

9.3 Please confirm that the AIFR remains tied to FEI Bonuses (aka incentive pay)?

**Response:**

Confirmed. There are three employee groups at FEI that are eligible for short-term incentive pay: Management & Exempt, MoveUP Customer Service, and IBEW. For these groups of employees, incentive pay is linked in part to FEI's annual corporate scorecard performance, and the AIFR is one of six measurements in FEI's annual corporate scorecard. The AIFR is weighted at 12.5% of the total corporate scorecard.

9.4 Please indicate what AIFR result is required in 2016 to trigger Bonuses?

**Response:**

In order for AIFR to positively impact short-term incentive pay, the minimum target would need to be reached. In 2016, the minimum target is set at an AIFR result of 2.69, which if achieved would trigger 50% of the 12.5% weighting attributable to the AIFR. Failure to achieve the minimum would reduce annual corporate scorecard results by 12.5%.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 29

## 10.0 Reference: Service Quality Indicators

### Exhibit B-2, Section 13.2.2 Responsiveness to Customer Needs Service Quality Indicators, First Contact Resolution

**Table 13-6: Historical First Contact Resolution Levels**

Description	2009	2010	2011	2012	2013	2014	2015	June 2016 YTD
<b>Annual Results</b>	72%	77%	75%	78%	81%	80%	81%	81%
<b>Benchmark</b>	n/a	n/a	n/a	n/a	n/a	78%	78%	78%
<b>Threshold</b>	n/a	n/a	n/a	n/a	n/a	74%	74%	74%

10.1 Please update this table (still including the June 2016 year-to-date figure) with the First Contact Resolution results updated to August 31, 2016.

#### Response:

Please refer to Table 13-6 below which has been updated to reflect the August 31, 2016 year to date First Contact Resolution result, which remains unchanged from the June 2016 year to date figure of 81%.

**Table 13-6: Historical First Contact Resolution Levels**

Description	2009	2010	2011	2012	2013	2014	2015	June 2016 YTD	August 2016 YTD
<b>Annual Results</b>	72%	77%	75%	78%	81%	80%	81%	81%	81%
<b>Benchmark</b>	n/a	n/a	n/a	n/a	n/a	78%	78%	78%	78%
<b>Threshold</b>	n/a	n/a	n/a	n/a	n/a	74%	74%	74%	74%

10.2 Please confirm whether FEI or a third party conducts First Contact Resolution surveys.

#### Response:

A third party conducts the First Contact Resolution surveys on behalf of FEI.

10.3 Please provide the survey script.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 30

**Response:**

The full survey script used by the third party is proprietary information and cannot be shared. However, the questions relevant to first contact resolution are as follows:

*4. Did the call center resolve your inquiry? Would you say...*

☐ Yes

☐ No

*5. In total, how many calls did you have to make to resolve your initial inquiry? Would you say...*

☐ 1 call

☐ 2 calls

☐ 3 calls

☐ 4 or more calls

☐ Not sure

In order for the contact to be marked as “resolved” in the first attempt, the customer must answer ‘Yes’ to question number 4 and must answer ‘1 call’ to question number 5.

10.4 Please indicate at what time point customers are surveyed to canvass whether they believe their issues have been resolved? (i.e. immediately after their first contact, some specified period of time after first contact, after they have received their next bill, etc.)

**Response:**

For the First Contact Resolution survey, customers are generally contacted within 24 to 72 hours after their interaction with the Company.

10.5 Does FEI or the third party provider follow up on any of these surveys to determine whether the customer’s issue was truly resolved in the first contact with the Company?

**Response:**

This response also addresses MoveUP IRs 1.10.5.1 and 1.10.5.2.

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 31

FEI believes that the First Contact Resolution figures accurately reflect the performance of the Company and only actively follows up on survey responses where a customer has indicated their issue was not adequately addressed.

Neither FEI nor the third party provides follow up on surveys where a customer has indicated that their issue was resolved. This is because FEI expects that only a small number of customers would subsequently change their opinion of resolution and, if a customer's issue was not truly resolved, they would likely make a second contact. At that time, it would be reported on and addressed as an unresolved contact. In addition, FEI is appreciative and mindful of the time that a customer takes in responding to the survey. FEI believes that an additional call to confirm a positive response may not be appreciated or well received by customers, nor would it provide any significant additional insight into First Contact Resolution levels.

10.5.1 If so, please provide those results.

**Response:**

Please refer to the response to MoveUP IR 1.10.5.

10.5.2 If not, please explain why FEI does not follow up to determine whether its First Contact Resolution figures accurately reflect the Company's performance?

**Response:**

Please refer to the response to MoveUP IR 1.10.5.



FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 32

## 11.0 Reference: Service Quality Indicators

### Exhibit B-2, Section 13.2.2 Responsiveness to Customer Needs Service Quality Indicators, Telephone Service Factor (Non-Emergency)

11.1 Please provide a table showing for each month of 2015 and 2016 (to August 31, 2016) the total volumes of non-emergency calls, and the number of calls that weren't answered within the 30 second timeframe specified in this SQI.

#### Response:

Please refer to the two tables below which provide the total non-emergency calls and the breakdown of calls that were answered within 30 seconds or less and those that were answered in greater than 30 seconds.

	2015											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Total Non-Emergency Calls	66,268	60,977	67,978	60,636	57,143	60,695	58,634	52,631	58,577	54,237	54,246	50,229
Calls Answered <= 30 Seconds	47,759	45,086	46,619	42,451	39,657	42,705	41,243	37,300	43,025	39,609	38,824	36,938
Calls Answered > 30 Seconds	18,509	15,891	21,359	18,185	17,486	17,990	17,391	15,331	15,552	14,628	15,422	13,291

	2016							
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Total Non-Emergency Calls	57,606	57,612	58,332	56,887	55,413	54,451	50,115	53,956
Calls Answered <= 30 Seconds	40,618	40,755	38,254	40,981	38,905	37,740	35,341	37,758
Calls Answered > 30 Seconds	16,988	16,857	20,078	15,906	16,508	16,711	14,774	16,198

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 33

## 12.0 Reference: Service Quality Indicators

### Exhibit B-2, Section 13.2.2 Responsiveness to Customer Needs Service Quality Indicators, Telephone Service Factor (Non-Emergency), page 139

The 2015 result was 71 percent which was better than the benchmark of 70 percent. The June 2016 year-to-date performance is 70 percent which is equal to the benchmark.

12.1 Please provide an updated year-to-date TSF (Non-Emergency) current to August 31, 2016.

#### Response:

The August 31, 2016 year-to-date Telephone Service Factor (Non-Emergency) is 70%, which is equal to the benchmark.

12.2 Please provide table based on Table 13-10 maintaining the June YTD and showing the August 31, 2016 YTD TSF (Non-Emergency) results as well, for each time period, the total number of non-emergency calls received and the number of non-emergency calls answered within 30 seconds.

#### Response:

Please refer to Table 13-10 below which has been updated with the August 31, 2016 year-to-date Telephone Service Factor (Non-Emergency) result as well as the total number of non-emergency calls received and the total number of calls answered within 30 seconds.

**Table 13-10: Historical TSF (Non-Emergency) Results**

	2009	2010	2011	2012	2013	2014		2015	June 2016 YTD	August 2016 YTD
	77%	77%	75%	76%	73%	75%		71%	70%	70%
						Jan-Aug	Sept-Dec			
<b>Benchmark</b>	>=75%	>=75%	>=75%	>=75%	>=75%	>=75%	>=70%	70%	70%	70%
<b>Threshold</b>	n/a	n/a	n/a	n/a	n/a	n/a	68%	68%	68%	68%
<b>Total Non-Emergency Calls</b>	901,595	791,112	865,222	853,655	759,553	734,479		702,251	340,301	444,372
<b>Calls Answered &lt;= 30 Seconds</b>	694,228	609,156	648,917	652,084	551,387	548,381		501,218	237,254	310,353

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 34

**13.0 Reference: Table 13-10 Historical TSF (Non-Emergency) Results, Exhibit B-2, page 140**

**Table 13-10: Historical TSF (Non-Emergency) Results**

	2009	2010	2011	2012	2013	2014	2015	June 2016 YTD
	77%	77%	75%	76%	73%	75%	71%	70%
						Jan-Aug	Sept-Dec	
<b>Benchmark</b>	>=75%	>=75%	>=75%	>=75%	>=75%	>=75%	>=70%	70%
<b>Threshold</b>	n/a	n/a	n/a	n/a	n/a	n/a	68%	68%

**FEI 2014-2018 Performance Based Ratemaking Revenue Requirements, Transcript Vol 6, p. 1112-10 to p. 1114-7:**

MR. QUAIL: Q: Now, correct me if I'm wrong, but I believe that we had established that the savings per residential gas -- or rather that the total savings that would be achieved by the gas utility by lowering that service factor from 75 to 70 would be in the order of \$50,000. Is that a correct recollection?

MR. LOSKI: A: Yes, that is what we set out in the application. So by decreasing telephone service factor by 75/30 down to 70/30 it would reduce our cost by approximately \$50,000, and it would be my view that if the Commission approved the move to the 70/30, that it would be appropriate to reduce the gas base cost by the \$50,000.

MR. QUAIL: Q: Okay, and you'll recall that I had asked for the calculation of the translation of \$50,000 globally per annum with the gas utility per customer bill, which I assume could be arrived at simply by dividing 50,000 by the total number of gas customers. Maybe there's some other calculation. But you've had the weekend to ponder this, I wonder if you're able to tell us what the average annual bill saving per residential gas customer would be from the realization of this \$50,000 saving?

MR. LOSKI: A: At the level of \$50,000, I believe the percentage impact is .0008, and the impact on customers' bills would be extremely small. I would say it would be cents per year. But I haven't done the percentage calculation on a bill basis, sir.

MR. QUAIL: Q: So, .0008 is, what, eight-tenthousandths? Is that right?

MR. LOSKI: A: Yes. I believe that's correct.

MR. QUAIL: Q: Okay. So I would like to know -- we're going back to the phrase that I notionally underscored there, which was, "We believe that our customers are of the view that that is a reasonable target." Now, here you are speaking of your electric

FortisBC Energy Inc. (FEI or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application)	Submission Date: September 21, 2016
Response to Canadian Office and Professional Employees Union, Local 378 (known as Movement of United Professionals or MoveUP) Information Request (IR) No. 1	Page 35

1 customers. And then you went on to say, "We are of the view that our gas customers  
2 would have the same view of that balance of costs and quality." Can you please explain  
3 on what basis you would conclude that your gas customers would be pleased to trade  
4 off a reduction in the response time from 75 to 70 percent -- and again, we're talking  
5 about averages over the year -- in your call centre, in return for .0008 of their bill? What  
6 basis do you have to come to that conclusion?

7  
8 MR. LOSKI: A: Well, again, as we said on the application, we think 70/30 telephone  
9 service factor is a reasonable level, and a reasonable trade-off of costs and quality.

10  
11 13.1 Please provide the actual dollar savings in operating cost, together with the  
12 calculation used to arrive at it, that have been achieved each year as a result of  
13 the lowering of the telephone service factor target from 75 to 70.

14  
15 **Response:**

16 It is not possible to calculate what the actual costs would have been if FEI had been targeting a  
17 TSF of 75 rather than 70. To be able to do this, FEI would need to replicate each call arriving  
18 and the actual number of resources that would have been required at that time to meet a  
19 service level of 75%. However, it is possible to estimate savings based on a set of assumptions  
20 by comparing the number of agents required for both service levels utilizing the future forecasts  
21 contained within the contact centre workforce management system. Utilizing this method, FEI  
22 still believes that \$50,000 or approximately 1 FTE annually is a reasonable estimate of the  
23 savings achieved.

24  
25  
26  
27 13.2 Please provide the actual savings that have been achieved by ratepayers each  
28 year as a result of this measure, in total dollars and expressed as a percentage  
29 of the average customer bill.

30  
31 **Response:**

32 \$50,000 would equate to an approximate \$0.02 impact to an average residential customer's  
33 annual bill. Please also refer to the response to MoveUP IR 1.13.1.

34



## 2016

### FortisBC Energy Inc.

#### Second quarter performance results

Category	Measurement	Target	Results (weight)	Status
Customer	Customer satisfaction index	8.3	8.7 (22.5%)	Ahead
	Public contacts with pipelines	9	7 (22.5%)	Ahead
Safety	All injury frequency rate	2.45	1.27 (18.8%)	Ahead
	Preventable vehicle incidents	41	22 (12.5%)	On Track
Financial	Capital execution	\$313 - \$283.2 million	\$300 million (15%)	On Track
	Operations and maintenance	\$223.2 million	\$223.2 million (30%)	On Track

## 2015

### FortisBC Energy Inc.

#### Fourth quarter performance results

Category	Measurement	Target	Results (weight)	Status
Customer	Customer survey score	8.3	8.6 (18.75%)	Ahead
	Public contacts with pipelines	11	8.43 (18.75%)	Ahead
Safety	All injury frequency rate	2.22	2.52 (0%)	Needs Attention
	Preventable vehicle incidents	24	30 (0%)	Needs Attention
Regulatory	Regulatory Performance	Subjective	137.5 % (20.63%)	Ahead
Financial	Capital execution	\$345.7 - \$312.7 million	\$341.8 million (15%)	On Track
	Operations and maintenance	\$226.0 million	\$215.2 million (36.95%)	Ahead

**2014**

**FortisBC Energy Inc.**

**Fourth quarter performance results**

Category	Measurement	Target	Results (weight)	Status
Customer	Customer satisfaction index	8.3	8.5 (18.8%)	Ahead
	Public contacts with pipelines	13	9 (18.8%)	Ahead
Safety	All injury frequency rate	2.2	1.73 (15%)	Ahead
	Preventable vehicle incidents	26	23 (15%)	Ahead
Regulatory	Regulatory performance	Subjective	(34.3%)	Ahead
Financial	Regulated earnings	\$118.6 million	\$127.3 million (45%)	Ahead