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September 28, 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 Inc. (FBC)

Project No. 3698887

**Multi-Year Performance Based Ratemaking Plan for 2014 through 2019
approved by British Columbia Utilities Commission (Commission) Order G-139-
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 8, 2016, FBC filed the Application referenced above. In accordance with Commission Order G-123-16 setting out the Regulatory Timetable for the review of the Application, FBC respectfully submits the attached response to MoveUP IR No. 1.

If further information is required, please contact Joyce Martin at 250-368-0319.

Sincerely,

FORTISBC INC.

Original signed:

Diane Roy

Attachments

cc (email only): Commission Secretary
Registered Parties

| | |
|---|--|
| FortisBC Inc. (FBC or the Company) Multi-Year Performance Based Ratemaking Plan for 2014 through 2019 Annual Review for 2017 Rates (the Application) | Submission Date: September 28, 2016 |
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1 **1.0 Reference: Exhibit B-2, Section 1.4.2 Initiatives Undertaken, pp 4-5**

2 **Electric Customer Service Calls**

As of June 30, to date in 2016, staff in the Prince George contact centre answered approximately 3,200 electric calls, reflecting about 3 percent of the total electric calls received. Although this reflects a relatively small percentage of the total electric calls, use of the Prince George staff reduced the need for staffing at peak times at FBC's Trail contact centre and at the same time ensured that service levels were met. The Prince George staff can answer these calls when there are lower volumes in the gas customer service queue. As a result of this change, Prince George staff had an opportunity to learn more about the electric operations and to have more diverse work. Six fewer Customer Service Representatives (CSRs) are required as compared to having all calls answered in Trail, while maintaining service levels to customers.

Gas Billing Error Corrections

In 2015, six billing analyst roles that were vacant in FEI's Burnaby office were filled by FBC in its Trail office, providing a new opportunity for the six CSRs no longer required as a result of the changes described above. These employees have been in customer service for many years handling customer service calls and billing work related to electric bills. In the ten years since the Trail contact centre opened, there have been very few development opportunities available there and the integration of this work provided a development opportunity for employees in Trail. In 2016, the Trail employees that are performing the gas billing work have been able to find efficiencies in the work and maintain service levels that were in place prior to the transition.

In total, the integration of activities is forecast to produce annual savings for FBC in the amount of \$0.317 million.

- 3
- 4 1.1 Please confirm that the FEI employees referenced above performing FBC work
- 5 include Customer Service Representatives (CSR's), Senior Customer Service
- 6 Representatives (SCSR's), and Customer Service Leaders (CSL's).

7

8 **Response:**

9 This response also addresses MoveUP IRs 1.1.2 and 1.1.3.

10 FEI employees are used to answer calls to assist FBC customers during high volume periods.

11 As of August 31, 2016, 17 FEI CSRs based in Prince George are trained and available to take

12 electric customer calls. For the first 3 months of 2016 there were 2 FEI Senior CSRs based in

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Prince George that also assisted in electric customer calls. In 2016, no FEI CSLs took any 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.

1.2 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 1.1.1.

1.3 Please provide the job title, workplace location or locations of 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 1.1.1.

1.4 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.

| | |
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Service areas

We provide natural gas, electricity and piped propane to homes and businesses across the province.

Together, our gas and electricity utilities deliver over 21 per cent of total energy consumed in BC and serve more than 1.1 million customers in 135 communities.



1

2 **Response:**

3 This map accurately reflects the FortisBC service areas.

4 FortisBC has Customer Contact Centres in Trail, Kelowna, Prince George and Burnaby.

5 Burnaby is not shown on the map.

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2

3 1.5 Please confirm that these FEI employees now receive schedules indicating when
4 they are required to perform work on behalf of FBC customers.

5

6 **Response:**

7 Whenever possible, FEI will indicate in the employees' schedules when they are scheduled to
8 take FBC customer calls. However there are times when an FEI employee will be asked to take
9 FBC calls where they have not been scheduled and times when taking FBC calls would be
10 removed from their schedule due to unexpected changes in call volumes.

11

12

13

14 1.6 Please confirm that during those scheduled shifts, these FEI employees do work
15 on behalf of electric customers only.

16

17 **Response:**

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

20

21

22

23 1.7 Please provide for the evidentiary records, a table listing for each calendar month
24 since August 2015 the number of times the FEI employees listed in 1.2 have
25 been scheduled to perform FBC work (by job title), the total number of hours
26 those employees have been scheduled to perform FBC work, the number of FBC
27 transactions completed (if applicable), and the associated Cross Charges to FBC
28 through the Company's intercompany allocation process.

29

30 **Response:**

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

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

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1 The remainder of the requested information is contained in the table below, including the total
2 FBC call volumes handled by FEI CSRs and the cross charges charged to FBC through the
3 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 |
|-----------------------------|---------|---------|---------|---------|--------|--------|---------|--------|--------|----------|--------|--------|
| Volume | 433 | 485 | 739 | 351 | 676 | 264 | 290 | 83 | 497 | 1,430 | 2,047 | 1,998 |
| Cost Per Interaction | \$8.26 | \$10.87 | \$10.11 | \$14.15 | \$6.32 | \$6.32 | \$6.32 | \$8.27 | \$8.27 | \$8.27 | | |
| Cross Charges | \$3,578 | \$5,273 | \$7,475 | \$4,968 | | | \$7,776 | | | \$16,630 | | |

4
5 The cost per interaction is obtained by taking the total contact centre costs for the month and
6 dividing them by the total number of interactions handled by the contact centre. Both the
7 monthly costs and number of interactions vary from month to month, causing variation in the
8 cost per interaction. For 2016, the cost per interaction has been calculated on a quarterly basis
9 rather than a monthly basis.

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

12
13

14

15 1.8 Please confirm whether FEI is currently calculating the cross charges associated
16 with these FEI workers performing FBC work on an hourly or per transaction
17 basis. Please list all positions whose work is charged to FBC on an hourly rate
18 and all positions whose work is charged to FBC on a per transaction basis.

19

20 **Response:**

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

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

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

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30 1.9 Please describe the nature of the calls the gas CSR's take from FBC customers.
31 (i.e. billing disputes, emergency service calls, calls from contractors, etc.)
32

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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.

1.9.1 Are there certain kinds of FBC calls not routed to FEI Employees? If so, please describe the nature of those calls and why they are not routed to FEI employees.

Response:

Please refer to the response to MoveUP IR 1.1.9.

1.10 What, if any, training has been provided to these gas CSR's to facilitate their provision of these services to FBC customers? Please provide the date, subject matter, and duration of each training module or session.

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 phase of training takes four days to complete. The first phase of training allows employees to answer Customer Service calls (move in and move outs, billing inquiries and payment arrangements). All FEI customer service staff receive the first phase of training prior to doing any FBC work.

A second phase of training takes two days to complete. The second phase of training allows employees to handle trouble calls and construction related inquiries.

Since FEI employees began taking FBC calls, three classes have been trained. In 2015, training was completed on January 27 – 30, 2015 and April 21 – 24^h, 2015 with Phase 2 being May 5 and 6, 2015 and December 15 and 16, 2015. The most recent first phase of training was completed on July 11 - 15, 2016.

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- 1 Please find below the agenda which includes the subject matter and duration of each training
- 2 module.

| | Time | Monday | Tuesday | Wednesday | Thursday | Friday |
|---------------------------------|-------|--------------------------|------------------------------------|----------------------|--------------------------------------|--------------------------------|
| | | | | | | |
| Electric Training Week 1 | 8:00 | Welcome & | Review | Review | Review | Review |
| | 8:15 | Introductions | | Yardlights | | |
| | 8:30 | 0.5 hr | Account Financial | | | |
| | 8:45 | Expectations and | History & Bills | Meter OFF Moves | | |
| | 9:00 | Training Overview | 1.5 hrs | | EPP & CURBALs | Live Call Taking & Coaching |
| | 9:15 | | | | | |
| | 9:30 | Electricity 101 | Break | Break | | |
| | 9:45 | 1.5 hrs | | | | |
| | 10:00 | | Move In & Out (Meter ON) | | | |
| | 10:15 | | | | Break | Break |
| | 10:30 | Break | | AMI Interactions | | |
| | 10:45 | Process Manual | Practice | GTS System Overview | EFT/Direct Debit | |
| | 11:00 | 0.5 hr | 3.75 hrs | 2.0 hrs | LPC Adjustments | Live Call Taking & Coaching |
| | 11:15 | System Login | | | | |
| | 11:30 | 0.5 hr | 15 min break | | 1.75 hrs | |
| | 11:45 | Intro & Searching in CIS | | Lunch | | |
| | 12:00 | 0.5 hr | Lunch | 0.5 hr | Lunch | Lunch |
| | 12:15 | Lunch | 0.5 hr | | 0.5 hr | 0.5 hr |
| | 12:30 | 0.5 hr | | | | |
| | 12:45 | Create Residential and | Move In & Out (Meter OFF) | | Introduction and | |
| | 1:00 | Commercial Accounts; | 1.5 hrs | High Bills | Use/Creation of Orders | Live Call Taking & Coaching |
| | 1:15 | | Customer Move w/ Yardlight | 2.0 hrs | Searching for Orders | |
| | 1:30 | Add a second person | | | Practice | |
| | 1:45 | | | | 1.75 hrs | |
| | 2:00 | Practice | Break | | | Break |
| | 2:15 | | Deposits- Process & Calculation | Break | Break | |
| | 2:30 | 2.0 hrs | | | Collections | |
| | 2:45 | 15 min break | | | Pymt Arrangements | |
| | 3:00 | | Practice Moves w/ Deposits | Cancel/Rebills | Pending Cutoff & Cut for Non Pymt | Live Call Taking & Coaching |
| | 3:15 | Mailing Addresses | | Transfer Adjustments | Credit Card Pymts | |
| | 3:30 | 1.0 hr | | | 1.5 hrs | |
| | 3:45 | | 1.75 hrs | | | |

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| | Time | Day 1 | Day 2 |
|-------------------------------|-------|--|--|
| | | Intro to Training | Intro to Review |
| PG Electric Training - Part 2 | 8:00 | Emergency Calls and Trouble (Outage) Calls | Construction Revisted |
| | 8:15 | | |
| | 8:30 | | |
| | 8:45 | | |
| | 9:00 | | Break |
| | 9:15 | | |
| | 9:30 | | |
| | 9:45 | | |
| | 10:00 | Break | Construction Calls: New service, Meter Removal, Service Upgrade |
| | 10:15 | | |
| | 10:30 | | |
| | 10:45 | | |
| | 11:00 | Review Accessing Dispatch Tool and Searching | Lunch 0.5 hr |
| | 11:15 | | |
| | 11:30 | | |
| | 11:45 | | |
| | 12:00 | Lunch 0.5 hr | High Bills Review |
| | 12:15 | | |
| | 12:30 | | |
| | 12:45 | | |
| | 1:00 | Creating Dispatch Orders | Moves Review, specifically searching for premises |
| | 1:15 | | |
| | 1:30 | | |
| | 1:45 | | |
| | 2:00 | Break | Break |
| | 2:15 | | |
| | 2:30 | | |
| | 2:45 | | |
| | 3:00 | Customer Disconnect, Site Visit | Payment Arrangements |
| | 3:15 | | |
| | 3:30 | | |
| | 3:45 | | Wrap-Up |

1.10.1 Please confirm whether this training mirrors exactly the training provided to FBC employees performing the same or similar work. If not, please specifically describe the differences in the training.

Response:

The training does not mirror exactly the training provided to FBC employees. The training has been shortened to account for skills and knowledge that is common between the two operations and therefore already familiar to gas customer service representatives. This includes topics such as customer service soft skills.

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1
2 1.10.2 Has FBC provided these FEI employees with all the same resources
3 and job supports that are available to FBC employees performing the
4 same or comparable work? If so, please provide a full listing and
5 description of those resources. If not, please explain why not.
6

7 **Response:**

8 Yes, FEI employees are provided with all the same resources and job supports that are
9 available to FBC employees performing the same or comparable work. Resources that are
10 available to both FBC and FEI employees include a training manual, a Sharepoint Site which
11 houses process documentation and access to help as needed. FEI employees utilize both the
12 Senior CSR FBC employees for support and process questions and the FBC management team
13 for escalations when required.

14
15

16
17 1.11 What, if any training has been provided to these gas SCSR's, CSL's, and
18 collection representatives to facilitate their provision of these services to FBC
19 customers? Please provide the date, subject matter, and duration of each
20 training module or session.
21

22 **Response:**

23 Please refer to the response to MoveUP IR 1.1.10.
24
25

26
27 1.11.1 Please confirm whether this training mirrors exactly the training
28 provided to FBC employees performing the same or similar work. If not,
29 please specifically describe the differences in the training.
30

31 **Response:**

32 Please refer to the response to MoveUP IR 1.1.10.1.
33
34
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1 1.11.2 Has FBC provided these FEI employees with all the same resources
2 and job supports that are available to FBC employees performing the
3 same or comparable work? IF so, please provide a full listing of those
4 resources and job supports. If not, please explain why not.

5
6 **Response:**

7 Please refer to the response to MoveUP IR 1.1.10.2.

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12 1.12 Reference: COPE378 IR 1.0 TOPIC 2.0 From FortisBC Energy Inc. Annual
13 Review of 2016 Rates
14 Customer Service – Provision of Services to FortisBC Inc.
15 Exhibit B-9

16 September 09, 2015 Email from FEI Manager Lori Harris to FEI Customer Contact
17 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.

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1

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.

2

Thank you.

3

1.12.1 In response to COPE IR 12.2 in the Annual Review of 2016 Rates, FBC indicated that, "As of September 28, 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." (Exhibit B-6, page 24) Please confirm whether, as of August 31, 2016, the 6 positions referenced in this email have been filled.

4

5

6

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10 **Response:**

11 Although all positions were initially filled, there were subsequent vacancies that were recently
12 posted and filled with different employees. As of August 31, 2016 1 billing leader and 3 billing
13 analysts were in place. The remaining 2 billing analyst postings were filled effective September
14 12, 2016.

15

16

17

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1.12.2 Please confirm that the 6 positions listed above (1 Billing Leader and 5 Billing Analysts) are those referenced on page 5 of the 2017 Annual Review Application as providing service to FEI performing "Gas Billing Error Corrections" work.

19

20

21

22

23 **Response:**

24 Confirmed. The 6 positions listed above currently provide services to FEI performing Gas billing
25 error corrections work.

26

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

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31

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1 **Response:**

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

4

5

6

7 1.12.4 Please confirm whether FBC intends to renew these temporary
8 positions upon their expiry.

9

10 **Response:**

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

12

13

14

15 1.12.5 Please confirm whether FBC has or intends to make these positions
16 permanent.

17

18 **Response:**

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

21

22

23

24 1.12.6 Please provide the workplace location of each of these 6 positions.

25

26 **Response:**

27 These six employees are currently located in the Trail contact centre.

28

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31 1.12.7 Please confirm that these FBC employees are scheduled to do work on
32 behalf of FEI customers only.

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Response:

Not confirmed. The regular duties of these employees are to perform work on behalf of FEI customers. However, these employees are sometimes utilized to support FBC customers when inbound call volumes are higher than forecast.

1.12.8 Please provide for the evidentiary record, a table listing for each calendar month since August of 2015, the number of hours these FBC employees have worked, the total number of FEI transactions completed, and the Cross-Charges charged to FEI through the Company's intercompany allocation process.

Response:

Work by the billing analysts and the billing leader is tracked by employees using timesheets and is charged at loaded hourly rates. Complete transactional data is not available or tracked as employees work on various types of issues throughout the day. The following table contains the hours worked and the total amounts cross charged in that month.

| Month | Hours Worked | Total Cross Charged |
|----------------|--------------|---------------------|
| August 2015 | - | - |
| September 2015 | - | - |
| October 2015 | 76.5 | \$4,189.00 |
| November 2015 | 605.5 | \$27,082.54 |
| December 2015 | 709.75 | \$30,820.08 |
| January 2016 | 842 | \$37,263.71 |
| February 2016 | 693.75 | \$29,365.76 |
| March 2016 | 721.25 | \$31,289.37 |
| April 2016 | 914.5 | \$41,543.58 |
| May 2016 | 784.5 | \$34,436.60 |
| June 2016 | 743 | \$32,207.61 |
| July 2016 | 530.75 | \$23,237.87 |
| August 2016 | 443.25 | \$18,653.12 |

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1.12.9 Please confirm whether FBC is currently calculating the cross-charges associated with these FBC workers performing FEI work on an hourly or per transaction basis.

Response:

FBC is currently calculating the cross-charges associated with these FBC workers performing FEI work on an hourly basis rather than on a per-transaction basis as it does for CSRs. These employees are not answering calls like CSRs and their work cannot reasonably be measured or tracked on a per-transaction basis.

1.12.9.1 Does the amount charged to FEI capture all expenses associated with employing these 6 individuals? (including but not limited to vacation time, medical and dental benefits, training, etc.)

Response:

Yes, the amount charged to FEI is a fully loaded labour rate, which includes benefits, vacation, sick time.

1.12.9.2 If not, please explain why FBC is not recovering all the expenses associated with these employees from FEI.

Response:

Please refer to the response to MoveUP IR 1.1.12.9.1.

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1.13 Reference: FEI Collections Representatives

1.13.1 Please confirm whether between August 2015 and now, FEI Collections Representatives are or have been performing FBC work.

Response:

Yes, FEI Collections Representatives performed Outbound Collections calls to support FBC during the period of August 2015 to December 2015. FEI Collections Representatives have not performed work for FBC thus far in 2016.

1.13.2 Please indicate where in the FBC Application this cross-utility work is detailed and described for Interveners and the Commission.

Response:

This work that occurred in the last half of 2015 was part of the routine operation of Customer Service and was not part of a specific productivity initiative. From time to time, resources from FEI or FBC are used to ensure the quality of service is maintained to customers in the most cost effective way. In all cases, this work is tracked and charged to the utility for whom the work was completed. This ongoing management of work between the utilities is not detailed or described in FBC's Annual Review applications.

1.13.3 If the utility has not already done so, please provide the job titles and workplace locations of the FEI Collections Representatives who have performed work on FBC's behalf.

Response:

The Collections Representatives performing work for FBC during 2015 were located in the Burnaby contact centre.

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1.13.4 Please confirm the number of FEI Collections Representatives who have performed work on FBC's behalf.

Response:

Please refer to the response to MoveUP IR 1.1.13.6.

1.13.5 Please indicate whether these FEI employees received schedules indicating when they are or were required to exclusively perform FBC work or whether they provide or provided service to FBC exclusively at all times.

Response:

The FEI employees who performed collections work were not scheduled. Instead, this work was performed on an as-required basis, when work capacity permitted. During this time, these FEI employees performed work for both FEI and FBC.

1.13.6 Please provide for the evidentiary record, a table listing by calendar month from August 2015 to present, the number of FEI Collections Representatives who have performed FBC work, the number of times FEI Collections Representatives have been scheduled to perform FBC work, the total number of hours FEI CR's have spent completing FBC work, the total number of FBC transactions completed by FEI CR's, and the associated Cross Charges allocated to FBC by FEI through the intercompany allocation process.

Response:

As described in the response to MoveUP IR 1.1.13.5, this work was not scheduled. Schedule data is also not available due to system limitations.

During 2015, FEI Collections Representatives were used to make outbound calls to customers. The vast majority of times, this consisted of leaving messages for customers who then returned those calls back to the Trail Contact Centre. The following table provides a monthly breakdown

| | |
|---|---|
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1 of: Number of Collections Representatives, Total Outbound Calls Completed and Associated
2 Hours to support Cross Charges allocated to FBC by FEI through the intercompany allocation
3 process.

| | Number of Collections Representatives | Outbound Calls | Hours | Charges |
|--------|---|-------------------|-------|-------------|
| Aug-15 | 11 | 3,265 | 81.6 | \$ 2,533.64 |
| Sep-15 | 13 | 5,779 | 144.5 | \$ 4,484.50 |
| Oct-15 | 12 | 2,599 | 65.0 | \$ 2,016.82 |
| Nov-15 | 10 | 2,851 | 71.3 | \$ 2,212.38 |
| Dec-15 | 10 | 1,375 | 34.4 | \$ 1,067.00 |
| Jan-16 | 0 | 0 | 0.0 | \$ - |
| Feb-16 | 0 | 0 | 0.0 | \$ - |
| Mar-16 | 0 | 0 | 0.0 | \$ - |
| Apr-16 | 0 | 0 | 0.0 | \$ - |
| May-16 | 0 | 0 | 0.0 | \$ - |
| Jun-16 | 0 | 0 | 0.0 | \$ - |
| Jul-16 | 0 | 0 | 0.0 | \$ - |
| Aug-16 | 0 | 0 | 0.0 | \$ - |

4
5
6
7 1.13.7 Please confirm whether FEI calculated the cross charges associated
8 with these FEI workers performing FBC work on an hourly or per
9 transaction basis.

10
11 **Response:**

12 FEI calculated the cross charges associated with these FEI workers performing FBC work on an
13 hourly basis. Please refer to the table provided in response to MoveUP IR 1.1.13.6.

14
15
16
17 1.14 Please provide the allocation of rate base associated with the Customer Service
18 Centres as between FortisBC Energy Inc. and FortisBC Inc. in both dollar and
19 percentage terms.
20

| | |
|---|--|
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1 **Response:**

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

13 FBC allocates costs to FEI for its Contact Centre staff currently performing work on behalf of
14 FEI based on a fully loaded labour cost. Similar to other labour charges between FEI and FBC,
15 the loaded labour rate does not include a facilities fee.

16

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2.0 Reference: Exhibit B-2, Section 1.4.2 Initiatives Undertaken, Training and Development, Page 5

The Training and Development Initiative was implemented in 2015 and introduced a company-wide process that improves the ability of the Company to plan and track required training activities, ensuring skills requirements for employee training are addressed efficiently and effectively. All departments are now able to evaluate more effectively the training requirements specific to their group. Further work is being undertaken in 2016 to refine training and competency requirements for individual roles. There are no O&M savings anticipated.

2.1 Please confirm whether the Training and Development Initiative has identified safety- related training needs and opportunities.

Response:

Safety related training requirements were in scope with this initiative. Primary drivers for safety related training include changes in business activities, meeting regulatory requirements, new technologies and advances in best safety practices. The initiative confirmed that individuals are receiving required and relevant safety related training aligned with their role and activities undertaken within the Company.

2.2 Please confirm whether the FEI employees providing service to FBC and its customers are included in this process or benefit from the additional training provided to their FBC counterparts.

Response:

Both FEI and FBC employees are included in the process.

2.2.1 If not, why not?

Response:

Please refer to the response to MoveUP IR 1.2.2.

| | |
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3
4 2.3 In response to COPE IR 1.1 through 1.6 (Exhibit B-6, pages 1-3) in the FBC
5 Annual Review for 2016 Rates Process, FBC provided responses to various
6 questions regarding this Initiative. At the time, many aspects of the initiative
7 remained undefined so FBC was unable to provide answers. MoveUP now asks
8 FBC to answer those questions (as listed below)
9

10 2.3.1 Does this Training and Development Initiative remain a joint project
11 between FBC and FEI?
12

13 **Response:**

14 The Training and Development Initiative is in use at both FBC and FEI.
15
16

17
18 2.3.2 What are the associated costs of this joint project thus far? What are the
19 projected costs of this joint project?
20

21 **Response:**

22 Please refer to the response to BCUC IR 1.3.2.
23
24

25
26 2.3.3 In response to COPE IR 1.3 which asked, "How are these costs being
27 allocated between the two utilities?" FBC responded, "To prevent cross-
28 subsidization between FEI and FBC, shared costs will be identified and
29 billed appropriately." Please describe how FBC and FEI have identified
30 and billed this initiative's costs.
31

32 **Response:**

33 Please refer to the response to BCUC IR 1.3.2.

| | |
|---|--|
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2.3.4 How does this allocation prevent cross-subsidization between FEI and FBC?

Response:

To prevent cross-subsidization between FEI and FBC for shared project costs, the shared project costs have been identified and billed appropriately. As the initiative relates to all FortisBC (FEI and FBC) employees, a percentage allocation based on employee count is appropriate and will prevent cross-subsidization.

2.3.5 In the 2016 Annual Review, FBC indicated that it was unable to provide any projected O&M savings from this initiative for future years because it was still in the implementation phase and in this application, FBC has stated it does not anticipate any O&M savings. Please clarify whether FBC is unable to calculate any O&M savings at this time for whatever reason or if the utility does not expect any to result from this initiative at any point.

Response:

The Company does not expect any O&M savings at any point as a result of this initiative. Please refer to the response to CEC IR 1.2.1 for further discussion.

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1 **3.0 Reference: Staffing Levels**

2 3.1 Please provide a table showing FBC's Headcount and FTE's at Year-End 2013,
3 2014, 2015, the Projection for 2016, and its actuals as of August 31, 2016.

4
5 **Response:**

6 The following is a table for FBC's Headcount and FTEs broken down by affiliation at the end of
7 each reporting period as requested.

| Year | Affiliation | Headcount | FTEs |
|--------------------|--------------|------------|------------|
| 2013 Actual | MoveUp | 150 | 148 |
| | IBEW | 175 | 176 |
| | M&E | 157 | 153 |
| | Total | 482 | 478 |
| 2014 Actual | MoveUp | 167 | 160 |
| | IBEW | 194 | 193 |
| | M&E | 150 | 150 |
| | Total | 511 | 503 |
| 2015 Actual | MoveUp | 170 | 170 |
| | IBEW | 187 | 185 |
| | M&E | 154 | 152 |
| | Total | 511 | 507 |
| 2016 Projected | MoveUp | 176 | 171 |
| | IBEW | 179 | 180 |
| | M&E | 156 | 153 |
| | Total | 510 | 504 |
| 2016 August Actual | MoveUp | 174 | 169 |
| | IBEW | 177 | 178 |
| | M&E | 154 | 152 |
| | Total | 505 | 499 |

8

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11

12 3.2 Please provide a breakdown of the five sets of Headcount and FTE figures in the
13 table generated in response to COPE IR 3.1 to show how many of each

| | |
|---|--|
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1 were/are/are projected to be COPE378 members, IBEW members, and
2 Management and Excluded (M&E).

3
4 **Response:**

5 Please refer to the response to MoveUP IR 1.3.1.

6

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|---|--|
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**4.0 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

| | |
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(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.)

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

Response:

Confirmed.

4.2 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.

4.2.1 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.

4.2.2 What costs were associated with this additional equipment?

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1 **Response:**

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

3

4

5

6 4.2.3 What costs (if any) were associated with the equipment transition
7 referenced in this email?

8

9 **Response:**

10 There was no CSR equipment cost associated with the transition referenced in this email.

11

12

13

14 4.2.3.1 If there were costs, which utility paid for them or please explain
15 how the costs were allocated as between the two utilities?

16

17 **Response:**

18 Please refer to the response to MoveUP IR 1.4.2.3 which indicates there were no costs.

19

20

21

22 4.2.4 Please confirm that FEI employees will still be required to log into a separate CIS
23 (computer) system before they can begin their scheduled work taking calls from
24 FBC customers.

25

26 **Response:**

27 Confirmed.

28

| | |
|---|--|
| <p style="text-align: center;">FortisBC Inc. (FBC 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 28, 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 27</p> |

1 **5.0 Reference: BC Hydro Filing of Consolidated Information, BC Hydro Inquiry of**
2 **Expenditures SAP Platform**
3 **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.²¹ 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.²²

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

Response:

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

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

Response:

Confirmed. FEI uses the SAP system for its ERP and data management functions. Unlike FBC, however, FEI uses SAP and not Oracle CIS + for its customer billing solution.

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

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Response:

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

5.2.2 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.

5.2.3 Please indicate what work was undertaken and costs (if any) FEI or FBC incurred to modify their respective SAP platforms to accommodate the cross-utility work currently performed by FEI CSR's, FEI SCSR's and FBC Billing Analysts?

Response:

The work undertaken to modify the respective SAP platforms to accommodate the cross-utility work currently performed by FEI CSRs, FEI SCSRs and FBC Billing Analysts 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.

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1 5.2.3.1 To which utility or utilities are those costs (if any) being
2 charged?
3

4 **Response:**

5 Please refer to the response to MoveUP IR 1.5.2.3.
6
7

8
9 5.3 Please confirm what aspects of FEI's CSR's and SCRC's work are tracked using
10 the SAP for performance reviews and/or enforcement of FBC or FEI company
11 policies.
12

13 **Response:**

14 FEI and FBC employees use SAP for time entry for contact centre staff. FEI uses SAP to
15 provide data that is used for the customer satisfaction survey. In addition, FEI uses SAP on an
16 as needed basis to review accounts as part of escalation investigations or the ongoing coaching
17 of CSRs and SCSRs¹.
18
19

20
21 5.3.1 If the SAP platform is not used to track FEI's CSR's and SCSR's work
22 performance and compliance with any and all FBC or FEI policies when
23 performing FBC work, please specify all tools, staff time or programs
24 that are used, their associated costs, their cost allocations as between
25 the utilities, and their purposes.
26

27 **Response:**

28 Both FBC and FEI use all applications and systems used by customer service front line staff² in
29 order to review work in support of coaching and development. In addition, results of the post-
30 call satisfaction survey are reviewed and discussed with staff on an as needed basis. Finally,
31 individual metrics are tracked through the telephony system, reporting on individual
32 contributions to the departmental SQIs and discussed with staff on a monthly basis.

¹ FBC has interpreted the acronym "SCRC" in the question to refer to Senior CSR (SCSR).

² This includes CSRs, SCSRs, CSLs, Billing Analysts and Collections Representatives.

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

6
7
8
9 5.4 Please confirm what aspects of FBC's 6 Billing Analysts (1 billing leader plus 5
10 analysts) are tracked using the SAP for performance reviews and/or enforcement
11 of FBC or FEI company policies.

12
13 **Response:**

14 SAP is used for time entry and to review work pending and completed by Billing Analysts in
15 support of coaching and development.

16
17
18
19 5.4.1 If the SAP platform is not used to track FBC's Billing Analysts' work
20 performances and compliance with any and all FEI or FBC policies
21 when performing FEI work, please specify all tools, staff time, or
22 programs that are used, their associated costs, their cost allocations as
23 between the utilities, and their purposes.

24
25 **Response:**

26 Please refer to the response to MoveUP IR 1.5.3.1.

| | |
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6.0 Reference: Service Quality Indicators

Exhibit B-2, Section 13.2.1 Safety Service Quality Indicators, Emergency Response Time, Table 13-2, page 105

Table 13-2: Historical Emergency Response Time

| Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | June 2016 YTD |
|-------------|------|------|------|------|------|-------|-------|---------------|
| Results | 92% | 95% | 92% | 91% | 94% | 91% | 92% | 98% |
| Benchmark | n/a | n/a | n/a | n/a | n/a | 93% | 93% | 93% |
| Threshold | n/a | n/a | n/a | n/a | n/a | 90.6% | 90.6% | 90.6% |

6.1 Please provide an updated Emergency Response Time SQI Table 13-2 also providing figures current to August 31, 2016.

Response:

The year to date results up to Aug 31, 2016 for Emergency Response Time is 97% and an updated table including this result is provided below.

| Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | June 2016 YTD | Aug 2016 YTD |
|-------------|------|------|------|------|------|-------|-------|---------------|--------------|
| Results | 92% | 95% | 92% | 91% | 94% | 91% | 92% | 98% | 97% |
| Benchmark | n/a | n/a | n/a | n/a | n/a | 93% | 93% | 93% | 93% |
| Threshold | n/a | n/a | n/a | n/a | n/a | 90.6% | 90.6% | 90.6% | 90.6% |

6.2 At lines 17 through 21 of page 104, FBC stated,

“The 2015 result was 92 percent which was within the performance range with the benchmark at 93 percent and the threshold at 90.6 percent. The 2015 result was impacted by widespread outages due to a windstorm in June, and higher trouble call volumes in July and August. The June 2016 year-to-date result is 98 percent, which is better than the benchmark level set at 93 percent.”

Please comment on whether FBC 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.

| | |
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1 **Response:**

2 This response also addresses MoveUP IR 1.6.3. FBC assumes that TSF in this question and in
3 MoveUP IR 1.6.3 should have been a reference to the SQI Emergency Response Time.

4 FBC views the band between the benchmark and the threshold as the range within which
5 performance of the SQI is considered satisfactory for the purposes of the PBR Plan as
6 approved by the Commission.

7 As FBC's Emergency Response Time is now better than the benchmark, FBC is not planning
8 further steps to improve its Emergency Response Time. FBC's Emergency Response Time
9 benchmark was approved at a level that supports safe and reliable service.

10

11

12

13 6.3 Please indicate at what point (TSF percentage) FBC has or will cease to seek
14 opportunities to improve its TSF (Emergency) performance metrics?

15

16 **Response:**

17 Please refer to the response to MoveUP IR 1.6.2.

18

19

20

21 6.4 Please list all efforts FBC has made since the beginning of the current PBR
22 period to identify cost-effective means to further improve its TSF (Emergency)
23 performance.

24

25 **Response:**

26 FBC assumes that TSF in this question should have been in reference to the SQI Emergency
27 Response Time.

28 FBC has undertaken several initiatives to improve its Emergency Response Time performance,
29 including:

- 30 • FBC has formalized and improved training related to support for emergency response
31 during large scale outages when normal field staffing levels can be overwhelmed with
32 the number of trouble calls.

| | |
|---|--|
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- FBC is improving processes at the System Control Centre by standardizing the trouble call out process for Power Line Technicians and simplifying the use of Automatic Vehicle Locating to determine the closest resource for emergency response.
- FBC is currently implementing a project involving an Outage Management System (OMS) and a Mobile Workforce Management System (MWFM). These systems will utilize the AML meter “power off” notifications rather than waiting for customer calls, will predict the distribution device that has resulted in the outage and will provide the information to emergency response personnel in the field. Although this may not have a direct impact on emergency response time, it will increase the awareness of outages on the distribution system for the System Control Centre, emergency response personnel and to FBC customers via a customer facing outage map.

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7.0 Reference: Service Quality Indicators

Exhibit B-2, Section 13.2.1 Safety Service Quality Indicators, All Injury Frequency Rate, pp 105-7

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

Table 13-3: Historical All Injury Frequency Rate Results

| Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | June 2016 YTD |
|----------------------------|------|------|------|------|------|------|------|---------------|
| Annual Results | 1.41 | 1.72 | 1.48 | 1.72 | 2.82 | 3.21 | 1.54 | 0.88 |
| Three year rolling average | 2.00 | 2.00 | 1.54 | 1.64 | 2.01 | 2.58 | 2.52 | 1.88 |
| Benchmark | n/a | n/a | n/a | n/a | n/a | 1.64 | 1.64 | 1.64 |
| Threshold | n/a | n/a | n/a | n/a | n/a | 2.39 | 2.39 | 2.39 |

Response:

The requested table is provided below.

| Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | June 2016 YTD | August 2016 YTD |
|----------------------------|------|------|------|------|------|------|------|---------------|-----------------|
| Annual Results | 1.41 | 1.72 | 1.48 | 1.72 | 2.82 | 3.21 | 1.54 | 0.88 | 1.02 |
| Three Year rolling Average | 2.00 | 2.00 | 1.54 | 1.64 | 2.01 | 2.58 | 2.52 | 1.88 | 1.92 |
| Benchmark | n/a | n/a | n/a | n/a | n/a | 1.64 | 1.64 | 1.64 | 1.64 |
| Threshold | n/a | n/a | n/a | n/a | n/a | 2.39 | 2.39 | 2.39 | 2.39 |

7.2 Please prepare a table describing each of the injuries recorded to in the second half of 2015 and to August 31, 2016, setting out:

- Date
- Work Location
- Bargaining Unit (if any) of the Injured Employee
- Nature of the Injury
- Work days lost (if any)
- Confirmation that the Injured Employee has Returned to Work

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- 1
2 **Response:**
3 The requested table is provided below.

| Affiliation | Date | Incident Type | Location | Injury | Incident Details | Return to Work Date | Total Days Lost |
|-------------|-----------|-------------------|---------------|--|---|---------------------|-----------------|
| IBEW | 7/17/2015 | Medical Treatment | Oliver | Sprain, Strain or Tear | Employee reported discomfort in elbow | N/A | N/A |
| IBEW | 4/5/2016 | Lost Time | Brilliant Dam | Swelling | Employee was struck in the knee by a tree branch while raking | 12-Apr-16 | 6 |
| IBEW | 5/14/2016 | Lost Time | Brilliant Dam | Caught In, under or between equipment / object | Employee injured left knee in a pinch point | 24-May-16 | 8 |
| IBEW | 8/31/2016 | Lost Time | South Slokan | Sprain, Strain or Tear | Employee experienced pain in hip and upper leg | TBD | TBD |

- 4
5
6
7
8 7.3 Please provide the FBC Occupational Health and Safety Department's
9 actual/projected operating expenses for 2011 through to the present, including
10 2016's projected annual spend as well as the Year to Date figure current to
11 August 31, 2016.

12
13 **Response:**

- 14 The actual and projected Occupational Health and Safety (OHS) department's O&M expenses
15 for the period 2011 to 2016 are provided in the table below.

**Occupational Health and Safety O&M Expenditures
(\$000s)**

| 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Aug YTD | 2016 Y/E |
|---------|---------|---------|---------|---------|--------------|-----------|
| Actuals | Actuals | Actuals | Actuals | Actuals | Actuals | Projected |
| \$ 567 | \$ 595 | \$ 500 | \$ 519 | \$ 543 | \$ 506 | \$ 866 |

- 16
17 From 2011 to 2015, O&M expenditures have been relatively stable with staff vacancies in 2013
18 and 2014 impacting overall spending.

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FBC's 2016 projected expenses are expected to increase by more than \$350 thousand compared to recent history with \$195 thousand of the increase for the Target Zero program. The remaining difference is for additional resources to manage and support business activities identified within the OHS department. These include internal/external compliance auditing of safety programs and management systems, changes/updates in regulatory requirements and industry best practice review and evaluation.

7.4 As a part of the Company's focus on continual improvement, FBC launched the Target Zero safety program in January 2016. This program provides a structured format for employees at all levels to participate in corporate safety, enabling the Company to better understand the current state of the safety culture and prioritize and implement initiatives that are relevant to employees. Aspects of the program include:

7.4.1 In response to COPE IR 1.9.2 in the Annual Review of FBC's 2016 Rates, the utility indicated that it was planning to spend an incremental \$195 thousand O&M in support of the Target Zero program. (Exhibit B-6, page 18) Has FBC modified that planned spending amount in the interim? If so, please provide the revised figure with an explanation as it was changed.

Response:

FBC has not modified the planned incremental spending of \$195 thousand in support of the Target Zero program.

7.4.2 Please provide the costs FBC has incurred planning and then implementing the Target Zero program to August 31, 2016.

Response:

FBC has spent incrementally approximately \$130 thousand in O&M through August 31, 2016 on the Target Zero program.

The Company has implemented the Target Zero program and met all initial objectives. Costs incurred to date to support the program include: hiring additional safety professionals into the

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Occupational Health and Safety team; holding a safety summit for senior leadership; supporting employee based safety committee activities; developing a wider range of communication tools; and engaging third party consultants to assist in identifying further opportunities to support continuous improvement in safety.

7.4.3 Please confirm that this figure represents only those costs incurred on behalf of or allocated to FBC.

Response:

Confirmed that this figure represents only those costs incurred on behalf of or allocated to FBC.

7.5 Does FBC attribute its improved AIFR performance to the Target Zero safety program? If so, please provide any evidence that FEI has of a link between Target Zero and its improved AIFR on the record.

Response:

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

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

The results of these efforts are reflected in the Company's August 31, 2016 YTD All Injury Frequency Rate (AIFR) that is 1.02 and currently trending below the 2015 annual AIFR of 1.54. This improvement aligns with the development and implementation of the Target Zero program.

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7.6 Please File the Utility's Corporate Scorecards for F2014, 2015, and 2016.

Response:

FBC's Corporate Scorecard results for June 2016. F2015, and F2014 are provided in Attachment 7.6.

7.7 Please confirm that the 2016 AIFR Target was set using the average AIFR for the three previous years (2013, 2014, and 2015).

Response:

Confirmed. The AIFR Corporate Target for 2016 continues to be set using a rolling average of the preceding three years. The AIFR Corporate Target is a combined metric for FBC and FEI.

7.8 Please confirm whether the All Injury Frequency Rate remains tied to M&E Bonuses?

Response:

Confirmed. M&E employees remain eligible for short-term incentive pay, which is linked in part to FBC's annual corporate scorecard performance. The AIFR is one of six measurements in FBC's annual corporate scorecard and is weighted at 12.5% of the total corporate scorecard.

7.8.1 If so:

- i. what is the current AIFR required to trigger bonuses?
- ii. what is the cumulative financial impact on bonuses for a failure to achieve that trigger figure?

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1

2 **Response:**

3 In order for AIFR to positively impact short-term incentive pay, the minimum target would need
4 to be reached. In 2016, the minimum is set at an AIFR result of 2.69, which if achieved would
5 trigger 50% of the 12.5% weighting attributable to the AIFR.

6 Failure to achieve the minimum would reduce annual corporate scorecard results by 12.5%,
7 which would reduce short-term incentive pay by 50% of that amount.

8

9

10

11

12 7.8.2 If not, please explain why the utility has divorced M&E bonuses from the
13 AIFR going forward?

14

15 **Response:**

16 Please refer to the response to MoveUP IR 1.7.8. Short-term incentive pay for M&E employees
17 remains linked to the annual corporate scorecard, which includes AIFR as one of six
18 measurements.

19

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8.0 Reference: Service Quality Indicators

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

Table 13-4: Historical First Contact Resolution Levels

| Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | June 2016 YTD |
|----------------|------|------|------|------|------|------|------|---------------|
| Annual Results | n/a | n/a | n/a | n/a | 73% | 73% | 76% | 77% |
| Benchmark | n/a | n/a | n/a | n/a | n/a | 78% | 78% | 78% |
| Threshold | n/a | n/a | n/a | n/a | n/a | 72% | 72% | 72% |

8.1 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 13-4 below which has been updated to reflect the August 31, 2016 year to date First Contact Resolution result.

Table 13-4: Historical First Contact Resolution Levels

| Description | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | June 2016 YTD | August 2016 YTD |
|----------------|------|------|------|------|------|------|------|---------------|-----------------|
| Annual Results | n/a | n/a | n/a | n/a | 73% | 73% | 76% | 77% | 78% |
| Benchmark | n/a | n/a | n/a | n/a | n/a | 78% | 78% | 78% | 78% |
| Threshold | n/a | n/a | n/a | n/a | n/a | 72% | 72% | 72% | 72% |

8.2 Please confirm whether FBC or a third party conducts First Contact Resolution surveys.

Response:

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

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8.3 Please provide the survey script.

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.

8.4 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.

8.5 Does FBC 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?

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1 **Response:**

2 This response also addresses MoveUP IRs 1.8.5.1 and 1.8.5.2.

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

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

14

15

16

17 8.5.1 If so, please provide those results.

18

19 **Response:**

20 Please refer to the response to MoveUP IR 1.8.5.

21

22

23

24 8.5.2 If not, please explain why FBC does not follow up to determine whether
25 its First Contact Resolution figures accurately reflect the Company's
26 performance?

27

28 **Response:**

29 Please refer to the response to MoveUP IR 1.8.5.

30

| | |
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9.0 Reference: Service Quality Indicators

Exhibit B-2, Section 13.2.2 Responsiveness to Customer Needs Service Quality

Indicators,

Telephone Service Factor (Non-Emergency)

9.1 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 SQL.

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.

| Total Non-Emergency Calls Calls Answered <= 30 Seconds Calls Answered > 30 Seconds | 2015 | | | | | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| | 12,000 | 12,121 | 13,601 | 13,120 | 12,293 | 16,045 | 14,666 | 13,853 | 14,238 | 12,842 | 13,552 | 10,519 |
| | 8,677 | 8,827 | 9,708 | 9,349 | 8,657 | 10,542 | 10,593 | 9,743 | 10,183 | 9,213 | 9,328 | 8,238 |
| | 3,323 | 3,294 | 3,893 | 3,771 | 3,636 | 5,503 | 4,073 | 4,110 | 4,055 | 3,629 | 4,224 | 2,281 |

| Total Non-Emergency Calls Calls Answered <= 30 Seconds Calls Answered > 30 Seconds | 2016 | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|
| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug |
| | 11,397 | 11,202 | 11,965 | 12,996 | 12,822 | 12,411 | 12,577 | 13,820 |
| | 8,033 | 8,300 | 8,519 | 9,052 | 8,293 | 8,956 | 8,847 | 9,829 |
| | 3,364 | 2,902 | 3,446 | 3,944 | 4,529 | 3,455 | 3,730 | 3,991 |

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10.0 Reference: Service Quality Indicators

**Exhibit B-2, Section 13.2.2 Responsiveness to Customer Needs
Service Quality
Indicators,**

Telephone Service Factor (Non-Emergency), page 110

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

Response:

This response also addresses MoveUP IR 1.10.2.

Please refer to Table 13-8³ 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 non-emergency calls answered within 30 seconds.

Table 13-8: Historical TSF (Non-Emergency) Results

| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | June 2016 YTD | August 2016 YTD |
|--|---------|---------|---------|---------|---------|---------|---------|---------------|-----------------|
| | 70% | 70% | 70% | 70% | 70% | 48% | 71% | 70% | 70% |
| Benchmark | n/a | n/a | n/a | n/a | n/a | 70% | 70% | 70% | 70% |
| Threshold | n/a | n/a | n/a | n/a | n/a | 68% | 68% | 68% | 68% |
| Total Non-Emergency Calls | 120,072 | 119,579 | 131,615 | 131,717 | 137,782 | 162,483 | 158,850 | 72,793 | 99,190 |
| Calls Answered <= 30 Seconds | 84,293 | 83,985 | 92,435 | 92,178 | 95,907 | 78,207 | 113,058 | 51,153 | 69,829 |

10.2 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 the response to MoveUP IR 1.10.1.

³ Based on the nature of the question and the preamble, FBC has assumed that the intended reference in MoveUP IR 1.10.2 is Table 13-8 which shows Historical TSF Results and not Table 13-10 which reflects Historical Telephone Abandon Rates.

Attachment 7.6

2016

FortisBC Inc.

Second quarter performance results

| Category | Measurement | Target | Results (weight) | Status |
|-----------|--|-------------------------|----------------------|----------|
| Customer | Customer satisfaction index | 8.2 | 8.2 (15%) | On Track |
| | System Average Interruption Duration Index | 2.15 | 1.91 (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 | \$48.5 - \$43.9 million | \$45 million (15%) | On Track |
| | Operations and maintenance | \$49.7 million | \$49.7 million (30%) | On Track |

2015

FortisBC Inc.

Fourth quarter performance results

| Category | Measurement | Target | Results (weight) | Status |
|------------|--|-------------------------|-------------------------|-----------------|
| Customer | Customer survey score | 8.2 | 8.1 (9.38%) | Needs Attention |
| | System Average Interruption Duration Index | 2.09 | 2.13 (10.25%) | Needs Attention |
| Safety | All injury frequency rate | 2.58 | 1.54 (15%) | Ahead |
| | Preventable vehicle incidents | 18 | 9 (15%) | Ahead |
| Regulatory | Regulatory Performance | Subjective | 123.75% (18.56%) | Ahead |
| Financial | Capital execution | \$69.8 - \$77.2 million | \$70.1 million (15%) | On Track |
| | Operations and maintenance | \$51.7 million | \$50.6 million (36.95%) | Ahead |

2014

FortisBC Inc.

| Fourth quarter performance results | | | | |
|------------------------------------|--|----------------|------------------------|-----------------|
| Category | Measurement | Target | Results (weight) | Status |
| Customer | Customer satisfaction index | 8.2 | 8.1 (9.4%) | Needs attention |
| | System average interruption duration index | 1.94 | 2.32 (0%) | Needs attention |
| Safety | All injury frequency rate | 2.01 | 3.21 (0%) | Needs attention |
| | Preventable vehicle incidents | 21 | 22 (7.5%) | On track |
| Regulatory | Regulatory performance | Subjective | (36.3%) | Ahead |
| Financial | Regulated earnings | \$44.1 million | \$44.5 million (36.8%) | On track |