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October 6, 2022

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

Attention: Mr. Jim Quail

Dear Mr. Quail:

Re: FortisBC Inc. (FBC)

Annual Review for 2023 Rates (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 5, 2022, FBC filed the Application referenced above. In accordance with the regulatory timetable established in British Columbia Utilities Commission Order G-193-22 for the review of the Application, FBC respectfully submits the attached response to MoveUP IR No. 1.

For convenience and efficiency, if FBC has provided an internet address for referenced reports instead of attaching the documents to its IR responses. FBC intends for the referenced documents to form part of its IR responses and the evidentiary record in this proceeding.

If further information is required, please contact the undersigned.

Sincerely,

FORTISBC INC.

Original signed:

Diane Roy

Attachments

cc (email only): Commission Secretary
Registered Parties

TOPIC: OVERVIEW OF 2021 FORMULA O&M SAVINGS

1.0 Vacancies

Reference: Exhibit B-2 page 3:

Additionally, approximately $2.2 million of O&M savings were due to the timing of expenditures, such as vacancies and consulting expenditures, and lower general and miscellaneous expenditures. These savings were partially offset by approximately $0.3 million of higher spending compared to the formula amount for incremental expenditures related to System Operations, Integrity and Security. Please refer to Section 6.2.1 for further details. While some of the savings are one-time in nature (e.g., delay in filling vacancies), some of the savings are expected to continue into the future, recognizing that cost pressures in the future may offset the savings.

1.1 Do “vacancies” in the first sentence of this extract and “delay in filling vacancies” in the final sentence mean the same thing? If not please explain.

Response:

In the context of the preamble to this question, which provides an explanation of O&M savings realized in 2021 and the financial impact of labour vacancies on O&M savings, the reference to “vacancies” in the first sentence is intended to be synonymous to the reference to “delay in filling vacancies” in the final sentence. Delays in filling vacancies occur due to the time required for management to validate the need to fill the vacancies (i.e., review department requirements and priorities, job duties and responsibilities) and the time required to recruit replacements.

1.2 Does “delay in filling vacancies” mean the time between any position becoming vacant and when it is re-filled, or does it mean delay between the date when FBC intends that it will be re-filled and the date when it is actually re-filled?

Response:

The reference to “delay in filling vacancies” means the time between any position becoming vacant, and when it is refilled. Additionally, to clarify, from a financial impact on O&M expenditures, the reference to “delay in filling vacancies” means the time when the leaving employee’s salary is no longer charged to the department to the time when the replacement employee’s salary is charged to the department. It is this difference which contributes to savings due to vacancies.

FBC is unclear of the reference to “when FBC intends that it will be re-filled and the date when it is actually re-filled” and does not track when it intends to re-fill a position.

Please also refer to the response to MoveUP IR1 1.1.

1.3 Were any of the 2021 delays planned or otherwise deliberate? If so please describe the affected positions and rationale and duration and impact of the delays.

Response:

As part of an overall productivity focus and prudent cost management, departments generally review vacancies as they occur to validate their need to refill (i.e., review department requirements and priorities, job duties and responsibilities). This may extend the timing of the recruitment process for filling the vacant positions and contribute to O&M savings.

In the case of Customer Service, as an example, in addition to reviewing whether there is a need to fill the vacancy, there may also be a delay to support the effective onboarding and training of employees joining the organization in the same role (i.e., multiple Customer Service Representatives being hired at one time rather than individually and trained separately). However, the higher vacancies experienced in recent months were not planned but were more due to the higher levels of attrition than anticipated and the challenges in recruitment in the current environment.

FBC makes every effort to hire and retain staff to meet its business needs. As part of its forecasting process for anticipated workload for the customer service department, several factors are taken into account, such as expected future customer growth, historical volumes, impact of upcoming major projects, forecast attrition, etc., and then a plan is devised to hire staff at regular intervals throughout the year.

When FBC experiences more than forecast attrition, such as was experienced in 2021, it creates challenges and may negatively impact the Company's ability to effectively meet customer needs, which can be reflected in the SQI results.

Accordingly, FBC endeavors to maintain staffing levels that enable high service quality for customers while also considering efficiencies or improvements that will result in O&M savings and/or service quality enhancements for customers. By reviewing the need to fill a vacancy each time, FBC ensures resources are allocated efficiently to best meet customers' and the Company's needs.

FBC does not see the benefit of tracking the affected positions, duration and impact of the time required to review the need to fill vacancies and as a result does not track the information.

1.4 To what extent has FortisBC experienced greater difficulty or delay in filling positions within the various segments of its workforce since the beginning of 2021? [We appreciate that information regarding nominal employees of FEI who are not within the ambit of the FEI-FBC Common Employer may not be relevant to this proceeding].

Response:

Overall, for all affiliations of employees in aggregate, since the beginning of 2021, FortisBC (FEI and FBC) has not taken significantly more time in filling posted vacant positions within its workforce. The time to fill[1] a vacant position in 2021 and to date in 2022 has generally remained consistent with 2020. For FBC, the time to fill was approximately 55 days in 2020, 49 days in 2021 and 51 days to date in 2022. For FEI, the time to fill a position was approximately 57 days in 2020, 57 days in 2021 and increased to 63 days to date in 2022.

Further, FBC does not see the higher-than-expected levels of attrition within Customer Service to necessarily be an indicator of retention difficulties across the Company. Historically, Customer Service has always trended higher in voluntary turnover than other parts of the business.

1.5 Please provide a table showing annual monetary savings and FTEs, from 2018 through 2021 and year-to-date, arising from “vacancies” as variously used in this extract. To the extent that there have been planned or otherwise deliberate delays in filling vacancies, please include columns for each year showing savings in that category.

Response:

Please refer to Table 1 below which provides the estimated total average FTE vacancies from 2018 to 2021 and year-to-date August 2022 for FBC, along with the estimated approximate total O&M labour savings for each of the years. The O&M labour savings referred to in the context of the extract above and included in the table is FBC’s estimate of the approximate portion of the FTE vacancies attributable to O&M. Factors such as the actual higher/lower allocation of labour to O&M, Capital and Other (Deferral) activities compared to that planned and use of consultants and overtime to temporarily backfill for vacancies, affect the ability to estimate the impact of FTE labour vacancies on total O&M spending.

[1] Definition of Time to Fill - This is the time period between the internal posting date (the first opportunity for candidates to apply) and once a start date has been confirmed and all administration has been completed regarding the job change or hiring. This metric does not include the time from when the vacancy is first identified to the time the position is posted.

Table 1: Estimated Vacancies and O&M Labour Savings from 2018 to 2021 and August 2022 YTD

Savings	2018 Annual	2019 Annual	2020 Annual	2021 Annual	2022 Aug YTD
Vacancies (FTEs) - ( ) is vacancies	(9)	(11)	(15)	(22)	(46)
O&M labour ($ millions) - ( ) is savings	$ -	$ (1.0)	$ (1.0)	$ (2.0)	n/a

For 2022, as information is available for only the first eight months, the estimated approximate O&M labour savings due to labour vacancies has not been provided as the timing of actual labour expenditures and the distribution of the planned O&M labour costs in the first eight months may misrepresent the O&M labour savings compared to that of a full year's results. FBC has also not provided FTE or O&M labour savings by the categories Planned or Unplanned delays in the filling of vacancies as the information is not tracked.

1.6 To what extent does FBC take delay in filling vacancies into account when projecting staffing costs? If it does not, why not?

Response:

When projecting O&M spending, FBC departments assess their business requirements and priorities and forecast the resources and funds required. Staffing resources and costs are considered as part of this process. Where vacancies may exist already, and where significant, departments may forecast expected labour savings as part of managing the overall department costs. Sometimes the expected labour savings may be spent elsewhere to address other priorities, or may be offset with the use of other temporary or contract resources or overtime as required.

TOPIC: LOAD FORECAST

2.0 Industrial Load

Reference: Exhibit B-2 pages 22-23:

3.4.4 Industrial

Consistent with past practice, the industrial forecast is determined through a combination of customer load surveys and, when not available, escalation of the most recent annual loads by the corresponding provincial GDP growth rates for individual industries.

FBC sends all existing industrial customers a load survey that requests the customer's anticipated use for the next five years. A survey is used because individual industrial customers have the best understanding of what their future load will be. This year FBC received a response from 81 percent (34 of 42) of the surveys sent out. The responding customers represent approximately 90 percent of the total industrial load.

As shown in Figure 3-7 below, after-savings industrial load is forecast to decrease by 4 GWh in 2023F when compared to 2022S and increase by 105 GWh in 2023F compared to 2022 Approved. The increased forecast in 2022S and 2023F compared to 2022 Approved is primarily due to projected increases in data centre loads.

2.1 Does FBC's survey of industrial customers ask for comment about the reasons for changes in the customer's anticipate use for the next five years? If not, why not?

2.1.1 If so, what information has FBC obtained about the reasons for the forecast decrease in industrial load in 2023F?

2.1.2 Aside from the survey information, what are the anticipated causes of the forecast decrease?

Response:

Confirmed, the FBC industrial survey does have a comment field where individual customers can comment on any significant planned additions or reductions in load.

FBC notes that the net 3.9 GWh decrease in 2023F compared to 2022S is due to DSM savings reductions and not due to an aggregate reduction from the individual customer survey forecasts.

Please refer to Table 1 below which shows:

- 42 customers responded to the industrial survey;
- 20 customers forecast no change in 2023F compared to 2022S;
- 19 customers across all industry sectors forecast an aggregate increase totaling 4.3 GWh in 2023F compared to 2022S. On aggregate, customers in the forestry, education services and commercial services industrial sectors forecast the largest increases;

- 3 customers across all industry sectors forecast an aggregate decrease totaling 0.5 GWh in 2023F compared to 2022S. On aggregate, customers in the health care sector forecast the largest decrease. Of the three customers that forecast a decrease, two responded with comments; however, the comments themselves are very specific to these customers and for privacy reasons cannot be published in this response;
- The decrease due to DSM savings is forecast to be 7.6 GWh; and
- The aggregate change in the industrial load in 2023F compared to 2022S is -3.9 GWh.

Table 1: Industrial Customer Survey Information

Industrial Customer 2022S-2023F Change	Customers	Load (GWh)
Unchanged	20	0
Increase	19	4.3
Decrease	3	-0.5
Before-savings Total Increase	42	3.8
DSM Decrease		-7.6
After-savings Total Decrease		-3.9

3.0 Streetlighting

Reference: Exhibit B-2 page 23:

3.4.5 Lighting

Due to the implementation of LED streetlights, the lighting load has seen declines for the past four years. FBC used the 2021 Actuals as the forecast for this load and then reduced it by DSM savings. As shown in Figure 3-8 below, after-savings lighting load is forecast to decrease by 0.1 GWh in 2023F from 2022S and decrease by 0.9 GWh when compared to 2022 Approved.

And reference: Exhibit B-2 page 29:

The 2023 Forecast revenue is $12.546 million higher than 2022 Approved, primarily due to an increase in the industrial load, followed by small increases in the residential, commercial, and wholesale loads. These increases are slightly offset by a decrease in the lighting load resulting from the continued conversion to LED streetlights in the FBC service territory.

3.1 What is FBC's estimate of the total cumulative energy savings that have been achieved through 2021 as a result of the implementation of LED streetlights within its service territory?

Response:

FBC estimates that the total cumulative energy savings achieved from 2018 through to 2021 as a result of the implementation of LED streetlights within its service territory is approximately 6 GWh.

3.2 Is streetlighting load that arises within municipalities which are wholesale customers included in the calculation of streetlighting load?

3.2.1 What is FBC's best estimate of the approximate proportion of streetlighting load within its service territories that arises within communities served by wholesale customers?

Response:

Streetlighting load that arises within municipalities which are wholesale customers is not included in the calculation of FBC streetlighting load, but is included as part of the FBC wholesale load.

FBC receives total monthly wholesale loads which are not broken down by class. As a result, FBC does not know and has no way to estimate the approximate proportion of streetlighting load within its service territory that arises from within communities served by wholesale customers, although FBC notes that the lighting load accounts for 0.3 percent of the total FBC load.

FBC is not contemplating gathering detailed rate class load data from wholesale customers. In addition to privacy concerns, such an undertaking would require considerable effort and coordination to categorize data from multiple disparate billing systems and tariff structures.

As directed by the BCUC in the Annual Review for 2022 Rates Decision and Order G-374-21 (page 32), FBC is working with its wholesale customers to share FBC's forecasting tools and techniques that might be of interest to wholesale customers for potentially improving their forecasts. Detailed data sharing was not part of the directive and would not help improve the wholesale forecast. As a result, FBC does not anticipate that its engagement with wholesale customers will further enable FBC to determine streetlighting load within its service territory or the total energy savings achieved.

3.3 If not, will FBC's efforts to obtain more detailed information from wholesale customers regarding loads enable FBC to determine the total streetlighting load within its service territory and the total energy savings achieved as a result of this program?

Response:

Please refer to the response to MoveUP IR1 3.2.

3.4 To what extent does FBC consider that the implementation of LED streetlights is complete within its service territory?

Response:

As of August 2022, approximately 70 percent of FBC's streetlights have been converted to LEDs. While there are currently no plans for additional large-scale conversion programs, FBC anticipates that the percentage of LED fixtures will continue to increase as incandescent fixtures are replaced with LED fixtures as they fail.

4.0 COVID-19

Reference: Exhibit B-2 page 121

12.2.1.4 2022 COVID-19 Pandemic Impact

With the Company's transition to normal operations, FBC does not anticipate further impacts on its costs in 2022 requiring exogenous factor treatment. As mentioned in FBC's 2022 Annual Review, FBC started the transition to normal operations in September 2021 with the Province achieving Step 4 of the Province of BC Four Step Restart Plan. Step 4 included the lifting of restrictions with normal social contact allowed and workplaces fully reopened. For FBC, this meant having its employees return to offices and worksites starting September 7, 2021 with 100 percent of employees on site at least 50 percent of the time while maintaining building capacity at 50 percent.

The transition to normal operations continued into early 2022 with the provincial government lifting the workplace safety order on April 8, 2022, enabling businesses to transition back to communicable disease plans to reduce risk of all communicable disease, instead of maintaining a COVID-19 safety plan. At the same time, the provincial government also removed restrictions on gatherings and events, including at restaurants, bars, pubs and nightclubs. With the lifting of the workplace safety order, FBC accordingly adjusted its existing

COVID-19 safety protocols at its worksites to balance safety with the return to normal operations. The adjustments included suspension of COVID-19 daily health check confirmation and the removal of mandatory mask wearing, although the practice of wearing a mask is still recommended. As of July 4, 2022, employees have returned to a primarily office-based work model. Employee-related activities and expenses for business purposes (i.e., travel, accommodation, etc.) have also returned to normal.

4.1 Aside from recommending the practice of wearing a mask, what measures is FBC presently taking to avoid the spread of COVID-19 within its workplaces?

<u>Response:</u>

Consistent with the provincial government lifting the workplace safety order on April 8, 2022 and the transition to the management of COVID-19 as a communicable disease, FBC has removed all COVID-19 pandemic related restrictions in its workplace and returned to normal operations. As indicated, masks are recommended for employees even though not required. Hand sanitizer and mask supplies continue to be available on site.

FBC continues to monitor the COVID-19 pandemic situation and will respond accordingly to provide a safe and healthy environment for its employees.

TOPIC: SERVICE QUALITY INDICATORS

5.0 Non-Emergency Telephone Service Factor

Reference FortisBC Inc. 2023 Annual Review of Rates, Exhibit B-2, p. 136-137:

Several challenging circumstances were faced in the first quarter of 2022 that have contributed to a year-to-date performance in the non-emergency TSF below threshold. These challenges include higher than normal attrition levels being experienced in the contact centre coupled with colder weather that resulted in approximately 27 percent more high bill inquiries in the first quarter than the average of the preceding two years. Each of these is described further below.

Customer Service is experiencing higher than expected levels of attrition, having lost approximately 20 percent of its Customer Service Representatives in 2021.[67] All exits were in the last half of 2021, resulting in fewer and less experienced employees prepared to support call volumes in the first quarter of 2022. To mitigate the impact of this, FBC accelerated the timing of planned new hire classes as well as the size of new hire classes in both 2021 and 2022. While some success has been achieved, FBC has continued to face challenges recruiting and retaining newly hired contact centre employees in 2022. In addition, it takes on average approximately 12 months for new employees to be proficient and fully trained in order to support all customer inquiries and calls, and as such, average call handle times remain higher than normal while a greater portion of employees gain this experience.

67 On average, FBC has approximately 20 customer service representatives, and 4 left the organization in the latter part of 2021. This compares to typical annual attrition in the range of 1-2 customer service representatives from the organization.

And Reference: Exhibit B-2 p. 173-174:

Several challenging circumstances were faced in the first quarter of 2022 that have contributed to a year-to-date performance in the non-emergency TSF below threshold. These challenges include higher than normal attrition levels being experienced in the contact centre coupled with rate increases, colder weather and meter reading estimates that resulted in approximately 160 percent more high bill inquiries in the first quarter than the average of the preceding four years. Each of these is described further below.

Customer Service is experiencing higher than expected levels of attrition, having lost 65 Customer Service employees in 2021.[89] More than half of the employee exits were in the last half of 2021, resulting in fewer and less experienced employees prepared to support call volumes in the first quarter of 2022. To mitigate the impact of this, FEI accelerated the timing of planned new hire classes as well as the size of new hire classes in both 2021 and 2022. While some success has been achieved, FEI has continued to face challenges recruiting and retaining newly hired contact centre employees in 2022. In addition, it takes on average approximately 12 months for new 10 employees to be proficient and fully trained in order to support all customer inquiries and calls, and as such, average call handle times remain higher than normal while a greater portion of employees gain this experience.

89 This is approximately 50 percent more employees than typical. In a typical year, customer service experiences employee attrition in the range of 40-50 employees.

And Reference: BCLRB Decision No. 126/2020, *FortisBC Inc. and FortisBC Energy Inc. -and- Canadian Office and Professional Employees Union, Local 378*, posted at https://www.canlii.org/en/bc/bclrb/doc/2020/2020bclrb126/2020bclrb126.pdf

5.1 Please confirm that Canadian Office and Professional Employees Union, Local 378 is MoveUP.

Response:

It is confirmed that the Canadian Office and Professional Employees Union, Local 378 is known as the Movement of United Professionals, or 'MoveUP'.

5.2 Please confirm that FEI and FBC jointly (as a single "common employer" entity under section 38 of the *BC Labour Relations Code*) employ a consolidated bargaining unit of customer service employees, who operationally work as a single workforce serving both the gas and electric utility and their customers, and also jointly employ a consolidated bargaining unit of administrative and professional employees (i.e., all other employees represented by MoveUP), who operationally work as a single workforce serving both the gas and electric utility and their customers.

5.2.1 If not confirmed, please explain.

5.2.2 In particular, has the Common Employer discontinued operating a single integrated Customer Services Department, or a single integrated Administrative and Professional workforce, for the two utilities? If so please provide particulars.

Response:

It is confirmed that FEI and FBC jointly operate as a consolidated work unit in support of the Companies' Customer Service operations and that the Companies continue to jointly service their Customer Service operations as an integrated unit.

Reflecting that the nature of the work is different in Customer Service, this occurs under a separate and distinct bargaining unit from the rest of the Organization. While employees in the MoveUP Customer Service Centres bargaining unit may be supporting both gas and electric work, each employee is identified as either an FEI or FBC employee and any use of gas employees to perform electric work or support, and vice versa, are appropriately accounted for in accordance with the shared services policy.

5.3 How many persons did the Common Employer employ in each bargaining unit as of December 31, 2020?

Response:

FBC interprets the reference to each bargaining unit in the question to mean the two separate and distinct MoveUP bargaining units: the MoveUP Customer Service Centres bargaining unit and the MoveUP Administrative and Professional bargaining unit.

There were 233 employees within the MoveUP Customer Service Centres bargaining unit as of December 31, 2020.

There were 578 employees within the MoveUP Administrative and Professional bargaining unit as of December 31, 2020.

5.3.1 How many did it employ in each bargaining unit as of July 31, 2022?

Response:

There were 247 employees in the MoveUP Customer Service Centres bargaining unit as of July 31, 2022.

There were 609 employees in the MoveUP Administrative and Professional bargaining unit as of July 31, 2022.

5.4 Please explain the disparity between footnote 89 in the FEI Exhibit B-2 and footnote 67 in the FBC Exhibit B-2.

Response:

MoveUP customer service employees are hired into the organization as an employee of either FEI or FBC. As such, the 2021 attrition data of 65 MoveUP employees in FEI and 4 MoveUP employees in FBC, reflect a combined attrition of 71 MoveUP employees from Customer Service in 2021.

In that regard, footnote 89 in FEI's Annual Review Application (Exhibit B-2) and footnote 67 in FBC's Annual Review Application (Exhibit B-2) represent attrition information that each Company believed to be most relevant to the context of the paragraph and service level results for each Company. In both cases, the figures represent the total MoveUP customer service employee exits attributable to each organization; however, in FBC all of the exits were customer service representatives. Therefore, in the case of FBC a comparison to total customer service representatives helps provide better context around the potential relative impact to frontline customer support.

In addition, slightly different attrition patterns were experienced with MoveUP customer service employees in FEI and FBC and those different patterns are highlighted in the Application for each Company. In the case of FEI, MoveUP customer service employee attrition was experienced throughout the year, with the majority occurring in the latter half of the year. In the case of FBC, MoveUP customer service employees, all 4 of the employee exits occurred in the last half of the year. The timing and volume of attrition are factors in potential impacts on various service levels, including the recovery period.

5.5 Please explain the disparity between the statement in this proceeding that "Customer Service is experiencing higher than expected levels of attrition, having lost approximately 20 percent of its Customer Service Representatives in 2021" and the statement in the FEI proceeding that "Customer Service is experiencing higher than expected levels of attrition, having lost 65 Customer Service employees in 2021".

Response:

Please refer to the response to MoveUP IR1 5.4.

5.6 Please explain the disparity between the statement in this proceeding that "All exits were in the last half of 2021" and the statement in the FEI proceeding that "More than half of the employee exits were in the last half of 2021".

Response:

Please refer to the response to MoveUP IR1 5.4.

5.7 Please provide a table showing the number of resignations (including retirements) by Customer Service Representatives in each quarter of calendar years 2019, 2020, 2021 and 2022 to-date. If FBC is taking the position that the utilities have separate and discrete customer service workforces, please provide a separate table for each utility.

Response:

Please refer to the tables below for the number of Customer Service Representative resignations (including retirements) by quarter for the years in question. The Company is not taking the position that the utilities have separate and discrete customer service workforces; however, FortisBC has provided the information reflecting whether the customer service representative was hired under FEI or FBC to be comparable to the attrition information provided in each respective annual review application.

Table 1: FEI Quarterly Customer Service Representative Resignations (2019-2022)

	Q1	Q2	Q3	Q4	Total
2019	11	9	7	9	36
2020	6	9	5	10	30
2021	12	9	23	14	58
2022	5	25	N/A	N/A	30

Table 2: FBC Quarterly Customer Service Representative Resignations (2019-2022)

	Q1	Q2	Q3	Q4	Total
2019	2	1	1	2	6
2020	1	1	2	2	6
2021[1]	0	2	0	2	4
2022	2	3	N/A	N/A	5

Note to Tables:

1. The second quarter resignations occurred in late June and as such, were categorized as occurring in the latter part of the year in the Application.

5.8 Please provide a table showing the annual workforce percentage rate of resignations (including retirements) of FortisBC Common Employer employees for each of its two MoveUP-represented bargaining units in each of 2019, 2020, 2021 and 2022 to-date. With respect to the period before the 2020 Common Employer declaration please use the total employees within the FEI and FEI units which were consolidated by the declaration.

Response:

Please refer to the table below for annual resignations and retirements expressed as a percentage of total employees for bargaining units represented by MoveUP for the years requested:

	2019	2020	2021	2022 (as of August)
MoveUP – Gas [1]	6.05%	N/A	N/A	N/A
MoveUP - Electric[1]	1.50%	N/A	N/A	N/A
MoveUP[1]	N/A	3.50%	7.40%	7.10%
MoveUP CSC	28.80%	16.20%	29.00%	20.90%

Note to table:

1. MoveUP Professional and Admin contract was two bargaining units until the LRB approved to amalgamate in November 2020.

5.9 What steps have FortisBC management taken to ascertain the reasons for the rate of Customer Service resignations reported in the respective FEI and FBC Exhibits B-2?

Response:

Please refer to the response to CEC IR1 26.1.

5.10 What strategies have FortisBC management adopted in order to improve the attractiveness of the Customer Services work, or to otherwise improve employee recruitment and retention in that department?

Response:

Please refer to the response to CEC IR1 26.1.

5.11 Aside from any measures to improve job satisfaction or otherwise mitigate the Customer Service employee attrition rate, please describe any concrete measures FortisBC management is taking to restore the Telephone Service Factor (Non-Emergency) to the threshold level.

5.11.1 When does FortisBC expect to restore this Service Quality Indicator to a score above the threshold?

Response:

Due to the proportionally large volume of calls through April of 2022 and the corresponding impact of the performance and volume on the year-to-date metric, as well as higher than expected attrition, recovery of the year-to-date metric to threshold levels is not expected until the fourth quarter of 2022. FBC identified and implemented measures to restore its non-emergency Telephone Service Factor (TSF) within the first quarter of 2022. FBC has been improving the TSF with performance close to or at the 70 percent benchmark at the end of June, although a slight decline was experienced in July and August.

Measures taken to mitigate the impact of service level challenges include, but are not limited to, adjustments to the timing of new hire classes, adjustments and improvements to onboarding and training of new employees, continued promotion of self-service options for customers, and a heightened focus on First Contact Resolution (FCR) and overall service quality by maintaining coaching and development time for employees and managers.