

1 Q. Reference: Regulated Activities: Evidence p. 14 (lines 1-13). Please explain
2 whether Hydro is in a position to establish that its focus “on achieving
3 excellence in the areas of planning and scheduling of maintenance work to
4 allow frontline supervisors to spend more time in the field, allowing better
5 utilization of the workforce, providing experienced guidance and tighter
6 control of the work activities . . . “ will have a demonstrable impact on the
7 Test Year revenue requirement.

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10 A. Excellence in planning and scheduling has helped maintain reliable service
11 during a period in which the operating and maintenance costs have tracked
12 below inflation. Not only have planning and scheduling allowed frontline
13 supervisors to spend more time in the field, they have also allowed more
14 work to be completed on a single asset outage. There is a significant
15 coordination effort in the planning process to ensure delays and repeat
16 outages are minimized. Planning and scheduling have also realized better
17 utilization of the workforce with the planner ensuring the available weekly
18 capacity of each crew is better matched to the estimated weekly work.
19 Overall, planning and scheduling help Hydro perform effective maintenance
20 activities in the most efficient manner.