

1 **Q. Page 2-11, lines 10: Will Newfoundland Power complete the assessment of its**  
2 **customer service delivery function itself or have an outside consultant complete the**  
3 **assessment?**  
4

5 A. Replacing Newfoundland Power’s 25-year-old Customer Service System is a once-in-a-  
6 generation effort necessary to ensure continuity in the customer service delivery function.  
7 The Company has developed a plan for assessing its customer service delivery function  
8 and options for replacing the system. The plan will facilitate implementing a new  
9 customer service delivery solution within the next 5 years.<sup>1</sup>

10  
11 Executing a plan of this scale and complexity requires additional resources and expertise  
12 beyond those necessary to provide service to customers on a day-to-day basis. As such,  
13 the plan will be executed using a combination of internal labour and an industry  
14 consultant.

15  
16 Existing employees from the Company’s Customer Relations and Information Services  
17 departments will be assigned to the project on a full-time basis in 2019 and 2020.  
18 Temporary labour costs are necessary to ensure core business functions continue to be  
19 completed while existing employees are assigned to the project.

20  
21 An industry consultant with experience completing similar projects will be contracted to  
22 provide recommendations and expertise throughout the project. This will include, among  
23 other aspects: (i) expertise relating to industry trends and best practices for completing  
24 such projects; (ii) expertise relating to functional and technical considerations within the  
25 commercial software market; (iii) the provision of software tools and templates to  
26 facilitate the required work; and (iv) recommendations to inform an application  
27 development plan for procuring and implementing the replacement technology.

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<sup>1</sup> A copy of the plan was provided as Attachment A to the response to Request for Information PUB-NP-008.