

- 1 **Q. The following questions relate to direct customer contact between NP staff and**  
2 **customers:**  
3
- 4 **a. What performance indicators does NP track relating to direct customer**  
5 **contacts, for example, response time and performance relating to customer**  
6 **queries, dropped calls, blocked calls, customer bills rendered on time, bills**  
7 **re-issued with adjustments, field work on-time completion rate (i.e., new**  
8 **connections, move-ins, move-outs)?**  
9
- 10 **b. Following direct customer contact, does NP follow up with customers to**  
11 **determine customer satisfaction? Provide details.**  
12
- 13 **c. Provide for the past five years NP performance in all areas currently tracked**  
14 **relating to direct customer contact.**  
15
- 16 **d. Provide details of methods and equipment used to track such indicators.**  
17
- 18 **e. What targets has NP established for performance in each category currently**  
19 **tracked?**  
20
- 21 **A. a.** Newfoundland Power tracks a number of performance indicators relating to direct  
22 customer contacts through the telephone, including (i) service level (percent of  
23 calls answered within 60 seconds), (ii) calls abandoned as a percent of calls  
24 offered, (iii) calls blocked and (iv) average handle time per call. In addition, the  
25 Company monitors its ability to resolve customer issues on the first call.  
26
- 27 Newfoundland Power also tracks bills issued on time. The Company does not  
28 track bills re-issued with adjustments.<sup>1</sup>  
29
- 30 Newfoundland Power monitors its responsiveness to customer-initiated work,  
31 such as trouble calls and street light calls, on a regular basis.  
32
- 33 **b.** No. Newfoundland Power does not follow up with customers after they have  
34 made direct contact with the Company to determine the customer's satisfaction  
35 with the contact. As part of its customer surveys, however, Newfoundland Power  
36 does attempt to identify survey respondents who have had recent contact with the  
37 Company in order to assess their satisfaction with their experience.  
38
- 39 **c.** Table 1 provides the percentage of calls answered by Newfoundland Power,  
40 including calls answered by both Customer Account Representatives and the  
41 Interactive Voice Response ("IVR") System, as a percentage of the total number  
42 of calls offered for the period 2007 through 2011. In June 2010, the calculation

---

<sup>1</sup> Please see response to Request for Information CA-NP-167 filed in Newfoundland Power's 2010 General Rate Application.

was changed from the percentage of calls answered within 40 seconds to the percentage of calls answered within 60 seconds.<sup>2</sup>

**Table 1**  
**Percentage of Calls Answered**  
**Within 60 Seconds**

2007	80.0%
2008	80.0%
2009	76.0%
2010	78.0%
2011	80.0%

Table 2 shows the percentage of abandoned calls as a percentage of all calls offered during normal business hours for the period 2007 to 2011.

**Table 2**  
**Calls Abandoned as Percent**  
**of Calls Offered**

2007	2.6%
2008	2.6%
2009	3.3%
2010	2.9%
2011	2.5%

---

<sup>2</sup> This was done to accommodate the effects of customers' increasing use of other electronic forms of communication. An increased proportion of staff is now required for email response. Also, because answers to more basic questions are now available to customers through the IVR system and the website, customer telephone calls now tend to involve more complex matters. These changes affected the attainability of the previous telephone service level target.

Table 3 shows the percentage of customer calls blocked (i.e. received a busy signal) during normal business hours when attempting to call the directory-listed Customer Service telephone number as a percentage of all calls offered for the period 2007 to 2011.

**Table 3**  
**Calls Blocked**

2007	1.71%
2008	0.49%
2009	0.60%
2010	19.19% <sup>3</sup>
2011	3.43% <sup>4</sup>

The percentage of blocked calls increases in the days following a major storm event like Hurricane Igor. Other events, such as the 2011 postal strike, can create a high volume of calls over an extended period. This typically results in an increase in blocked calls.

Table 4 shows the average handle time per call (AHT) for the period 2007 through 2011. The AHT includes the time spent talking to the customer directly and any time spent after the call dealing with follow up.

**Table 4**  
**Average Handle Time per**  
**Phone Call**  
**(in seconds)**

2007	282
2008	291
2009	289
2010	295
2011	315

First Call Resolution (FCR) is achieved when the customer's issue or question is resolved the first time the customer calls. To calculate the FCR rate, all calls over a predetermined period are reviewed to determine if the customer had called

<sup>3</sup> The 2010 results include the high call volume periods experienced during the Bonavista ice storm in March and Hurricane Igor in September.

<sup>4</sup> 2011 results include calls during the postal strike.

1 previously on the issue.<sup>5</sup> If the customer has not called previously, the call passes  
2 FCR. If the customer has called two or more times in the assessment period for  
3 the same reason, the call fails FCR. Table 5 provides information regarding FCR.  
4  
5

**Table 5**  
**First Call Resolution**

2007	87.0%
2008	88.0%
2009	88.4%
2010	88.3%
2011	89.0%

6  
7  
8 Almost 100% of electricity bills are issued on the same day as the meter is read.  
9 As each account bills, it is subject to a number of internal checks and edits.  
10 Accounts which do not pass this automated review are held for manual review.  
11 This manual review accounts for the majority of any delay. After the identified  
12 issue has been resolved, or the account is approved for billing as is, the bill is  
13 issued that night.  
14

15 The Company tracks the number of bills delayed for verification of billing  
16 accuracy. Table 6 shows the percentage of delayed bills as a percentage of the  
17 number of bills issued for the period 2007 to 2011.  
18  
19

**Table 6**  
**Delayed Bills**

2007	0.5%
2008	0.7%
2009	0.3%
2010	0.3%
2011	0.3%

---

<sup>5</sup> The relevant period is 45 days for calls not related to outages; for outage-related calls, the period is 7 days. Credit related calls, such as payment arrangements, are excluded from FCR calculations.

Certain types of customer initiated contacts requiring field work are monitored and targets set. Table 7 provides this information.

**Table 7**  
**Direct Customer Work**

	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012 YTD (Jan-Sept)</b>
Trouble Calls within 2 hours	88.5%	91.3%	90.8%	82.7%	80.2%	85.6%
Street Light Calls within 5 days	83.0%	86.2%	81.3%	67.5% <sup>6</sup>	84.9%	85.8%

d. There are a variety of applications and reports used to assemble the various indicators. Automatic call distribution technology used by the Contact Centre to disperse telephone calls also tracks Service Level, AHT and calls abandoned through real-time and historical reporting. Information is extracted daily to maintain a summary database of the same information. Statistics concerning deflected or blocked calls are received monthly from our telecommunications supplier. Other statistics are retrieved from the applicable systems as required.

e. Newfoundland Power targets 80% of calls offered to be answered within 60 seconds. In 2012, the FCR target is 88.5%.

Newfoundland Power does not have a target for calls abandoned as a percentage of calls offered, blocked calls, or average handle time. However, the Company continues to monitor the results.

The Company does not have a target for delayed bills. The goal, however, is to review and release the bills as quickly as possible. Because current performance levels are not a concern, the Company believes a target for this metric is unnecessary.

The target for trouble call response is 2 hours, 85% of the time. The standard for response to a street light call is 5 days, 85% of the time.

<sup>6</sup> Hurricane Igor and customer driver work (extensions/services) impacted the ability to complete repairs on a more timely basis.