

- 1 **Q. Reference: CA-NP-41: please provide a detailed explanation of the "significant**
2 **organizational changes" that have occurred as a result of the ERP referred to in**
3 **response to the referenced request for information and please provide an**
4 **assessment of the effectiveness of these changes.**
5
- 6 A. The changes resulting from the 2005 ERP involved the retirement of a total of 76 regular
7 full-time employees, who were replaced by 21 new hires. Of these new hires, 14 were
8 hired as regular full-time employees. This was accomplished without jeopardizing the
9 level of customer service.
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- 11 Without improvements in efficiency enabled by the use of technology and process
12 change, it would not be possible to accommodate such an organizational change in one
13 year without negatively impacting the level of service to customers.