

1 **Volume 1, Section 2 – Customer Operations**

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3 **Q. Please describe any corporate/organizational changes made since 2004.**

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5 A. Newfoundland Power makes organizational changes on a continuous basis to improve the  
6 overall effectiveness of the Company. Since 2004, significant organizational changes  
7 have occurred as a result of the Early Retirement Program (the “ERP”), the re-  
8 establishment of an apprenticeship program, and a re-organization of customer service  
9 functions.

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11 ***Early Retirement Program***

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13 In 2005, 76 employees retired from Newfoundland Power under the ERP. With the  
14 reduction in the number of employees, the Company took advantage of technology  
15 investments, such as the Great Plains financial system and the Avantis asset management  
16 system, to decrease clerical costs, increase the effectiveness of front-line maintenance  
17 employees and reduce supervisory costs. Overall, since 2004, 99 employees have left the  
18 Company, and there have been 55 new hires.

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20 ***Apprenticeship Program***

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22 In 2005, a lineperson apprenticeship program was re-established. Through this four-year  
23 training program, the Company ensures qualified employees are available to meet future  
24 needs. Beginning with 6 apprentices in 2005, the program now has 20 apprentices  
25 participating.

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27 ***Customer Service Re-organization***

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29 Through 2005 and 2006, customer service functions were reorganized to control costs  
30 and meet changing customer requirements. The Company contracted out cash services  
31 and redeployed resources in support of conservation, demand management and energy  
32 efficiency information requests from customers.