

1 **Q. (Reference Application, Workforce Management System Replacement Plan, May**  
2 **2021 Report, Pages 1 and 6) It is stated “the Company has maintained an average**  
3 **restoration time for customer outages that is 40% better than the Canadian average.”**  
4 **It is further stated on page 1 “A survey of Canadian utility practice confirmed that**  
5 **implementing a commercially available workforce management system is sound**  
6 **public utility practice.” Finally, it is stated on page 6 “A survey conducted in 2020**  
7 **determined that, of 8 Canadian utilities, 6 use a commercially available workforce**  
8 **management system.” Why is Newfoundland Power pursuing a commercially**  
9 **available workforce management system when its performance is 40% better than**  
10 **the Canadian utilities that are currently using such systems?**

11  
12 A. Newfoundland Power currently uses a commercially available workforce management  
13 system, known as “Click.” Click has been discontinued by its vendor and will no longer  
14 be supported at year-end 2023.<sup>1</sup>

15  
16 Newfoundland Power determined that replacing Click with a commercially available  
17 system is the least-cost alternative to provide continuity in its field response capabilities.<sup>2</sup>  
18 Replacement of the system with comparable technology will allow the Company to  
19 maintain its responsiveness to customers’ field requests, including the restoration time for  
20 customer outages.<sup>3</sup> It will also ensure Newfoundland Power continues to operate a  
21 system that is comparable to other Canadian utilities and consistent with sound public  
22 utility practice.<sup>4</sup>

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<sup>1</sup> See the 2022 Capital Budget Application, Report 7.3 Workforce Management System Replacement, page 1.

<sup>2</sup> A net present value analysis was completed to confirm replacement of the system is least cost. For a copy of the analysis, see the 2022 Capital Budget Application, Report 7.3 Workforce Management System Replacement, Appendix A, Attachment A.

<sup>3</sup> The Customer Average Interruption Duration Index (“CAIDI”) is the restoration time measure used by the Canadian Electricity Association. In arithmetic terms, CAIDI is expressed as System Average Interruption Duration Index (“SAIDI”) divided by System Average Interruption Frequency Index (“SAIFI”). From 2015 to 2019, Newfoundland Power’s CAIDI averaged 1.5 hours compared to a Canadian average of 2.5 hours  $((1.5 - 2.5) / 2.5 = -0.40, \text{ or } -40\%)$ . See the 2022 Capital Budget Application, Report 7.3 Workforce Management System Replacement, Appendix A, pages 3 to 4.

<sup>4</sup> See the 2022 Capital Budget Application, Report 7.3 Workforce Management System Replacement, Appendix A, page 6.