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<p>1 (9:09 a.m.)</p> <p>2 CHAIRMAN:</p> <p>3 Q. Good morning. I understand there are no</p> <p>4 preliminary matters, Madam?</p> <p>5 MS. GLYNN:</p> <p>6 Q. No, Mr. Chair.</p> <p>7 CHAIRMAN:</p> <p>8 Q. So we're over to Newfoundland Hydro. Are you</p> <p>9 leading off, sir?</p> <p>10 MR. CASS:</p> <p>11 Q. Yes, indeed, Mr. Chair. We have the Customer</p> <p>12 Service witness panel here ready to be sworn.</p> <p>13 For the record, they are Tony Lye, Dawn Dalley</p> <p>14 and Barry Brophy.</p> <p>15 CHAIRMAN:</p> <p>16 Q. Okay. Are you folks going to use the Bible or</p> <p>17 are you just going to swear?</p> <p>18 MS. DALLEY:</p> <p>19 A. Affirmed.</p> <p>20 CHAIRMAN:</p> <p>21 Q. Affirmed. You want to -- everybody want to be</p> <p>22 affirmed.</p> <p>23 MS. DALLEY:</p> <p>24 A. It's up to you guys.</p> <p>25 MR. LYE:</p>	<p>1 been there since July of 2014. My</p> <p>2 responsibilities as customer service manager</p> <p>3 are the call centre, the billing, which</p> <p>4 includes the residential billing, commercial</p> <p>5 billing and industrial billing. I'm also</p> <p>6 responsible for the meter readers in our rural</p> <p>7 areas that read meters. I also am responsible</p> <p>8 for the meter shop and what that does, it</p> <p>9 makes sure they configure meters, but also</p> <p>10 make sure the meters we have in the field are</p> <p>11 actually recording properly, governed through</p> <p>12 measurement counter. And the other area that</p> <p>13 I'm responsible for is the technical support</p> <p>14 team. We have a number of individuals that</p> <p>15 look after technical requests from customers</p> <p>16 if they need like contributions in aid of</p> <p>17 construction, we refer to it as CIAC. They'd</p> <p>18 look after damage claims and some of that</p> <p>19 area.</p> <p>20 I report into the corporate relations, to</p> <p>21 Dawn Dalley, and as a part of Dawn's</p> <p>22 organization.</p> <p>23 I have a strong background in technology</p> <p>24 and customer service that I developed through</p> <p>25 previous roles. I worked for a large</p>
<p>1 A. Bible is fine.</p> <p>2 MR. BROPHY:</p> <p>3 A. The Bible is fine.</p> <p>4 CHAIRMAN:</p> <p>5 Q. Okay. So I'll start with Mr. Lye, I guess, on</p> <p>6 my -- is that correct? Lye, yes. I'm sorry,</p> <p>7 on my left.</p> <p>8 MR. ANTHONY LYE, SWORN</p> <p>9 CHAIRMAN:</p> <p>10 Q. And next I have Ms. Dalley.</p> <p>11 MS. DAWN DALLEY, AFFIRMED</p> <p>12 CHAIRMAN:</p> <p>13 Q. And finally, Mr. Brophy, sir.</p> <p>14 MR. BARRY BROPHY, SWORN</p> <p>15 CHAIRMAN:</p> <p>16 Q. Your panel, sir.</p> <p>17 EXAMINATION-IN-CHIEF BY MR. FREDERICK CASS</p> <p>18 MR. CASS:</p> <p>19 Q. Thank you. Mr. Lye, starting with you,</p> <p>20 please, could you confirm your position and</p> <p>21 provide a summary of your background and work</p> <p>22 experience for the Board?</p> <p>23 MR. LYE:</p> <p>24 A. Yes, certainly. My name is Tony Lye. I'm the</p> <p>25 customer service manager with Hydro. I've</p>	<p>1 insurance company where I was responsible for</p> <p>2 -- I was a director of IT infrastructure for</p> <p>3 Canada. Before that, I worked with Government</p> <p>4 of Newfoundland, one of their agencies, where</p> <p>5 I was responsible for enterprise architecture,</p> <p>6 and prior to that, with the same, with the</p> <p>7 Government, I was responsible for building a</p> <p>8 customer call centre, an internal help desk</p> <p>9 with Government, and I worked with a tel co,</p> <p>10 an Atlantic Canadian tel co for a number of</p> <p>11 years where I had a number of senior</p> <p>12 leadership positions.</p> <p>13 I have a lot of experience in developing</p> <p>14 and executing on customer strategy, developing</p> <p>15 road maps in customer service and this</p> <p>16 knowledge that I've developed I'm using to</p> <p>17 help further execute the service that we</p> <p>18 deliver to our customers for Hydro.</p> <p>19 MR. CASS:</p> <p>20 Q. And Ms. Dalley, can you also please confirm</p> <p>21 your position and summarize your background</p> <p>22 and work experience?</p> <p>23 MS. DALLEY:</p> <p>24 A. Sure. It's Dawn Dalley and I'm the Vice-</p> <p>25 President of Corporate Relations and Customer</p>

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<p>1 Service. I started working with Hydro in 2003 2 as manager of corporate communications. 3 JOHNSON, Q.C.: 4 Q. I can't hear the witness. 5 MS. GLYNN: 6 Q. Ms. Dalley, you're going to have to speak up. 7 MS. DALLEY: 8 A. Sorry. I think we went through this before. 9 It's very familiar. My name is Dawn Dalley. 10 I'm the Vice-President of Corporate Relations 11 and Customer Service. I started with Hydro in 12 2003 as the manager of corporate 13 communications. My present role was developed 14 in 2011, so I took that role then. Has four 15 primary areas of responsibility: customer 16 service, which Tony just spoke to; 17 conservation and demand management, which 18 Barry will speak to in a second, so I'll leave 19 that to him. Two other key areas are 20 corporate communication within Hydro and all 21 the Nalcor companies, and shareholder and 22 government relations, which is a Nalcor 23 function. 24 My background, education wise I have a 25 Bachelor of Public Relations and Master of</p>	<p>1 Newfoundland and Labrador. I was also the 2 customer service manager from 2011 to 2014 and 3 in my current position now as energy 4 efficiency manager since July of 2014. 5 (9:15 a.m.) 6 MR. CASS: 7 Q. Thank you. Ms. Dalley, can you confirm for 8 us, please, the area of evidence that this 9 panel is responsible for? 10 MS. DALLEY: 11 A. This panel is responsible for the evidence 12 related to customer service, conservation and 13 demand management and corporate relations. 14 MR. CASS: 15 Q. Thank you. And do you adopt the written 16 evidence in those areas? 17 MS. DALLEY: 18 A. I do. 19 MR. CASS: 20 Q. Can you tell us please what Hydro's focus has 21 been with respect to customer service over the 22 past few years? 23 MS. DALLEY: 24 A. Certainly. The primary focus I guess for the 25 past three or four years has really been</p>
<p>1 Business Administration. 2 MR. CASS: 3 Q. And Mr. Brophy, same question for you, please, 4 sir, if you could tell us about your position, 5 your background and your work experience? 6 MR. BROPHY: 7 A. My name is Barry Brophy. I'm the energy 8 efficiency manager at Newfoundland and 9 Labrador Hydro. I have a diploma of 10 electronic technology from the College of 11 Trades and Technology and subsequent to that, 12 a Bachelor of Technology from MUN. 13 I've been with Hydro for more than 33 14 years now, started in 1982 at the Holyrood 15 thermal plant as an instrumentation 16 technologist. I held that position for five 17 years and transferred to Hydro's head office 18 as a technologist with the customer service 19 department, where I spent the next 18 years. 20 I was then moved to the position of customer 21 communications and support services supervisor 22 and subsequently to the position of internal 23 energy efficiency advisor, where I was 24 responsible for supporting energy efficiency 25 improvements at Hydro's facilities throughout</p>	<p>1 around, to some degree, recovering our 2 relationship with customers. We saw that our 3 customer satisfaction scores had been 4 declining over a number of years, so we took 5 steps to, I guess, step back from that and 6 examine why that was the case and determine 7 what we -- what strategies we could put into 8 place to curb that and turn it around. So 9 that's really been our focus since 2012. 10 We conducted additional research on top 11 of our customer survey, which we at the time 12 were doing annually. I understand that's been 13 a source of discussion at the hearing and you 14 know, we can speak to that more later, but we 15 did some other research, focus groups and 16 looked at, I guess, industry wide what other 17 companies were doing in this regard, and we 18 put in place a strategy over a five-year 19 period right now to implement a series of 20 initiatives which we hope will help us, I 21 guess, provide better service to our 22 customers. 23 We've got a number of initiatives that 24 are included in that. Some again which have 25 been discussed here at the hearing, but we've</p>
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1 got an account management framework which
 2 we've developed this year for our large
 3 account customers, both commercial -- large
 4 commercial accounts, as well as our industrial
 5 customers. We're doing some work on, I guess,
 6 revisiting, revising our AMR strategy and
 7 approach to see if there's a way for us to
 8 conduct a more efficient and effective
 9 implementation.

10 We also have put in a number -- under
 11 Tony's group, a number of initiatives around,
 12 you know, key performance indicators within
 13 the call centre itself, which we've had some
 14 success with this year particularly. We've
 15 seen a record low account disconnects, I
 16 guess, on customer accounts because new
 17 processes we put in place to that end, and we
 18 also now have over 5,000 customers transferred
 19 over to our e-billing initiative as a result
 20 of very focused initiatives in the call centre
 21 to bring customers over to e-billing. So you
 22 know, that's a situation where you would see a
 23 win-win for customers and for us because
 24 there's a cost savings that goes with
 25 transferring customers to e-billing, but you

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1 know, the feedback that you see in the
 2 industry is that customers also want that kind
 3 of service where they can check their bills on
 4 mobile devices and those sorts of things.

5 And another initiative, and I'll leave it
 6 at this because we'll talk more about it, I'm
 7 sure, but we're in the process of finalizing
 8 the implementation of a new customer billing
 9 portal through -- called Smart Utility
 10 Systems, which allows the customer to have
 11 really, you know, very good bill presentation
 12 on mobile devices to check their account
 13 balances, et cetera. What happens typically
 14 when you provide that level of service to
 15 customers, of course, is they're more
 16 satisfied because that's how a lot of
 17 customers want to actually deal with their
 18 utility, so it's another way that they can,
 19 you know, have that transaction with us. But
 20 it's also a transaction that does come through
 21 the call centre, so it's more efficient for
 22 the utility as well.

23 MR. CASS:
 24 Q. Can you also please tell us a little about
 25 what Hydro is doing with its CDM programs and

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1 services?
 2 MS. DALLEY:
 3 A. Absolutely, and Barry will again speak more to
 4 this, but you know, we focus in really four
 5 main areas when it comes to our CDM
 6 programming. The first one and really the
 7 primary one is our partnership with
 8 Newfoundland Power through the -- under the
 9 Take Charge umbrella. So we work closely with
 10 them. That primarily targets the Island
 11 Interconnected customers, so we share
 12 programs, we share the evaluations and
 13 naturally we assist with, you know, both data
 14 to inform the programs, but also data when it
 15 comes to results, you know, what we're seeing
 16 in our communities, you know, added to what
 17 Newfoundland Power is seeing in their
 18 communities. So we've seen success on our end
 19 to that note over the past number of years.
 20 We've saved about 34 gigawatt hours of energy
 21 through those programs.

22 The second focus for that group would be
 23 Hydro's own customers, our retail customers.
 24 So we have programs that we've implemented in
 25 our service territories because of generally

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1 the unique nature of our service territories,
 2 we're able to implement different programs.
 3 So we've taken a focus over the last number of
 4 years, particularly in our Isolated Diesel
 5 communities, to do what I would say are very
 6 customized programs that target those areas
 7 because they're high cost service territories.
 8 So we're able to do different and somewhat
 9 innovative programs and pilot them in our
 10 service territories. We do take a very
 11 focused and measurement -- measured approach
 12 to those programs. So we've seen success and
 13 have savings over the last number of years of
 14 four gigawatt hours through what we would say
 15 are isolated programs in those diesel
 16 communities.

17 The third area, over the last number of
 18 years, we've had industrial programs
 19 specifically targeting our industrial
 20 customers. That's been a program that -- and
 21 not unlike other jurisdictions, we've got a
 22 very small -- well, unlike other
 23 jurisdictions, we have a small industrial
 24 base. So we've seen some ebbs and flows with
 25 that program. We had a dedicated resource

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1 over a number of years which worked closely
 2 with the industrial customers trying to
 3 identify programs, conducting audits in the
 4 field, to see what initiatives we could put in
 5 place to help with their energy savings.
 6 We did secure, I believe, three projects
 7 with Corner Brook Pulp and Paper which are
 8 very successful with a total savings of 22
 9 gigawatt hours. As you can appreciate, that's
 10 a significant savings compared to, you know,
 11 some of the retail programs. So it's a -- you
 12 know, when you're able to secure a large
 13 project in a facility like that, it has a
 14 tendency to have very good results.
 15 So we're very pleased with that, but we
 16 also, you know, questioned the level of take
 17 up, I guess, and were the structure of our
 18 programs appropriate, was there anything else
 19 we could do for customers to help them achieve
 20 savings. So we did take a step back a couple
 21 of years ago and evaluated the program, looked
 22 at it to see, you know, were we taking the
 23 right approach, considering our small customer
 24 base. Was there anything different we needed
 25 to do with respect to the program structure,

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1 how it was being offered, our interfaces with
 2 customers. So we did some -- to some degree,
 3 like a corporate soul searching on that and
 4 had some external folks come in and help us
 5 and talk to the customers and get some
 6 feedback for us. So we've made some
 7 adjustments and the programs are still in
 8 place and we have some programs, I guess, in
 9 the hopper now which we're advancing. So you
 10 know, we're very pleased right now with the
 11 results on that, but we certainly look forward
 12 to doing more programs with our industrial
 13 customers.
 14 The fourth area would be really internal
 15 energy efficiency and energy conservation
 16 within our own facilities across the Hydro
 17 network. So we provide basically consultation
 18 and guidance to our operations staff across
 19 the Hydro network and we've seen -- you know,
 20 we've done a lot of, I would say, education
 21 and awareness work, but we've also done some
 22 program consultations with them. So we've
 23 implemented a number of projects. I believe
 24 we're just over closing in on almost ten
 25 gigawatt hours of savings across our network

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1 as well. We would see a lot in our isolated
 2 communities, because again, that's a high cost
 3 area, so the economics are very, very sound.
 4 We've implemented a number of lighting and
 5 control projects in those areas, as well as
 6 waste heat programs in our diesel communities.
 7 So overall, we've seen some very significant
 8 savings across our CDM portfolio over the last
 9 number of years.
 10 MR. CASS:
 11 Q. Thank you, Ms. Dalley. Mr. Lye, what approach
 12 has Hydro taken to enhance customer service
 13 for its customers?
 14 MR. LYE:
 15 A. The customer service department, what I did
 16 was, you know, working with Dawn and others,
 17 is we drafted a customer service strategy that
 18 we filed with the Board in September of 2014.
 19 In that, one of the keys in there -- there's
 20 really four questions that was asked in that
 21 strategy is, you know: where are we today;
 22 where do we want to go; and how do we get
 23 there; and how do we know when we get there.
 24 So using that as a model for our strategy, we
 25 outlined a framework for the next three to

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1 five years to get us there and we identified a
 2 bunch of initiatives that would get us there
 3 over the next few years.
 4 Ms. Dalley talked about the -- we decided
 5 what we would do is we would work with the
 6 customer first and work back. So we would --
 7 customers today, they expect to be able to do
 8 things on their time, you know, 7/24, after
 9 hours. So in order to do that, we need to
 10 make sure we have the right technology so they
 11 can do self-service. So we said we would work
 12 that way first and Ms. Dalley mentioned the
 13 project that's ongoing that we'll implement
 14 before year end and that will allow the
 15 customer to, you know, view their billing,
 16 view their usage. They can get a link
 17 directly to the energy efficiency. They can
 18 sign up for notifications, those types of
 19 things. So when we get that straightened
 20 away, what we will do then is we will work on
 21 our back end because there's lots of process
 22 development. We are working on process now,
 23 but there's more process, more technology we
 24 need to do. So we look at the customer first.
 25 What we also did was you can't execute a

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1 strategy based on somebody answering the phone
 2 in the call centre and saying that's customer
 3 service. Customer service needs to be an
 4 organization wide initiative. In other words,
 5 everybody in the organization needs to be
 6 responsible for customer service. So what we
 7 did was we developed a customer service
 8 advisory group and there's a team of senior
 9 leaders that are spread throughout the
 10 organization. We'll have people from
 11 transmission rural operations, rates and
 12 regulatory, corporate communications, and
 13 other areas of the business, system planning,
 14 energy efficiency, and we'll take those
 15 leaders together and they will be the ones
 16 that will champion the execution of the
 17 customer service strategy.

18 And on a day-to-day basis is that
 19 customer service is really transactional and
 20 so we have to prioritize what we're doing and
 21 you know, this year, we've made a number of
 22 accomplishments which we can talk about a
 23 little later. But, you know, when you have
 24 somebody who needs to read a meter and you got
 25 somebody who needs to get a bill out and

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1 somebody who needs to answer the phone, the
 2 strategy, you need to prioritize to make sure
 3 you're doing the important things first.

4 So that's the approach that we have taken
 5 around customer service, with the support of
 6 others in the organization.

7 MR. CASS:
 8 Q. And how do you plan to improve service for key
 9 customers, such as industrial customers?

10 MR. LYE:
 11 A. That's a really good question, and again, Ms.
 12 Dalley touched on that. It doesn't matter
 13 what size our organization is. Our
 14 organization, we serve 38,000 customers, but
 15 all customers want to be important, and I
 16 think it's very important that, especially our
 17 key customers, that they have a single point
 18 of contact when they have any Hydro related
 19 issue. Also, we need to build relationships
 20 with our key customers. So what we did was we
 21 developed an account management framework and
 22 in that framework, you know, it looks like how
 23 we communicate with our key customers and how
 24 we set up that single point of contact. Right
 25 now, we are looking at how we staff that

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1 without adding any, you know, head count to
 2 our organization, you know, looking at the
 3 best way to do that.

4 And the framework that we have in place,
 5 I think it's very positive and we're looking
 6 to implement that at the beginning of -- in
 7 2016. Some of those things, like they take a
 8 while to do, to work yourself through it,
 9 because you want to make sure that you get it
 10 right. So, and I know that it's something
 11 that our industrial customers and our bigger
 12 commercial customers are asking for and it's
 13 something that we want to do and we want to do
 14 it right, so that's probably why we're taking
 15 our time to get there. But that's what we're
 16 going to do to address our key and our
 17 industrial customers.

18 MR. CASS:
 19 Q. Mr. Brophy, can you please comment on the
 20 issues raised by the Nunatsiavut Government
 21 regarding Hydro's energy efficiency programs?

22 MR. BROPHY:
 23 A. Yes. The Nunatsiavut Government expressed
 24 that energy conservation and efficiency should
 25 be a primary focus of Hydro and asks what

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1 efforts that Hydro have undertaken on energy
 2 conservation and efficiency for Nunatsiavut
 3 residents. We certainly agree that
 4 conservation, energy conservation is important
 5 and it is a focus for us.

6 In 2012, Hydro initiated the Isolated
 7 Community Energy Efficiency Program that
 8 specifically targets residential and business
 9 customers and isolated diesel areas. The
 10 objective of the program is to provide
 11 outreach, education and energy efficiency
 12 products to our customers in over 40 remote
 13 diesel communities on the island and
 14 throughout Labrador. The program focuses on
 15 the communities and building awareness, which
 16 involves hiring and training local
 17 representatives to promote the program and to
 18 install products for customers. From 2012 to
 19 2014, we've reached 83 percent of our
 20 customers in our isolated communities. This
 21 is also consistent with the level of
 22 participation specifically to the Nunatsiavut
 23 communities as well. We've also reached 83
 24 percent of the customers in those communities.
 25 Hydro also has a business efficiency

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<p>1 program that is specifically for business 2 customers in our isolated diesel communities 3 and since the program was initiated in 2012, 4 we have actually visited 58 customer 5 facilities to do high level audits and speak 6 with customers and that would be our own staff 7 would that, and 28 of those were -- 28 of the 8 58 were actually Nunatsiavut Government 9 communities.</p> <p>10 MR. CASS: 11 Q. Can you please summarize Hydro's efforts to 12 increase participation of Industrial Customers 13 in energy efficiency programs?</p> <p>14 MR. BROPHY: 15 A. Yes. We've been communicating by telephone 16 and through email with our Industrial 17 Customers and visiting their facilities when 18 prior arrangements can be made, and in the 19 past years, we have visited with each of the 20 Industrial Customers to explain and promote 21 the Industrial Energy Efficiency Program. And 22 also in past years, we've had -- we've funded 23 external consultants to complete high level 24 energy audits for our Industrial Customer 25 facilities and we've circled back with those</p>	<p>1 Community Program, as well as work with our 2 commercial customers to encourage projects 3 under the Isolated Systems Business Efficiency 4 Program. Since the program was initiated in 5 2012, again like I said, we've visited 58 of 6 those customers ourselves, and in addition to 7 the customer programs, we continue to make 8 energy efficiency improvements at Hydro's own 9 facilities through our internal energy 10 efficiency work. We work closely with our 11 operations divisions, our planning division 12 and our engineering group to identify and 13 support energy efficiency improvements. 14 Particularly in our diesel plants, you know, 15 we're doing a fair amount of lighting upgrade 16 work and capturing waste heat, those type of 17 things.</p> <p>18 MR. CASS: 19 Q. That's the examination-in-chief of the Panel, 20 Mr. Chair. Thank you.</p> <p>21 CHAIRMAN: 22 Q. So sir, I think we're over to you.</p> <p>23 CROSS-EXAMINATION BY MR. LIAM O'BRIEN 24 MR. O'BRIEN: 25 Q. Thank you, Mr. Chair. Good morning, folks.</p>
<p>1 Industrial Customers too with the consultants 2 who performed the audit to review the results 3 of those audits.</p> <p>4 I know in 2015, we've asked our 5 Industrial Customers to complete a survey that 6 will help us for our future programming and 7 all customers did respond to that survey. And 8 again, as Dawn had mentioned, in 2014, Corner 9 Brook Pulp and Paper completed three projects 10 to improve efficiencies with its thermal 11 mechanical pulp process and we visited -- we 12 have visited Corner Brook Pulp and Paper's 13 site on a number of occasions and communicated 14 with the staff there. And we're also 15 presently working with and visiting with IOC 16 on potential projects with that customer as 17 well.</p> <p>18 (9:30 a.m.) 19 MR. CASS: 20 Q. How does Hydro use energy efficiency programs 21 as it seeks to limit the growth of the rural 22 deficit?</p> <p>23 MR. BROPHY: 24 A. Well, we certainly promote our customer 25 programs and particularly the Isolated Systems</p>	<p>1 MS. DALLEY: 2 A. Good morning.</p> <p>3 MR. O'BRIEN: 4 Q. Thank you for that background. Actually it 5 covers off some of the background questions I 6 had for each of you. I think what I would 7 like to do, if we could pull up PUB-NLH-138? 8 I just want to make sure we got an up-to-date 9 org chart showing each of you on it and if 10 there's been any changes. So it's page three 11 of Attachment 1, PUB-NLH-138. I think this 12 captures all three positions here. That's 13 you, Ms. Dalley, there up top.</p> <p>14 MS. DALLEY: 15 A. Yes.</p> <p>16 MR. O'BRIEN: 17 Q. Customer service manager, that's Mr. Lye 18 there. Is that correct?</p> <p>19 MR. LYE: 20 A. That's correct.</p> <p>21 MR. O'BRIEN: 22 Q. And over on the right-hand side, that's you, 23 Mr. Brophy? Is that right?</p> <p>24 MR. BROPHY: 25 A. That's right.</p>

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<p>1 MR. O'BRIEN:</p> <p>2 Q. Okay. Is that org chart, does it look</p> <p>3 accurate to you folks or is there something</p> <p>4 that has been changed since then? Just have a</p> <p>5 quick look.</p> <p>6 MS. DALLEY:</p> <p>7 A. I think that's generally accurate.</p> <p>8 MR. O'BRIEN:</p> <p>9 Q. Generally accurate, okay. And I think we're</p> <p>10 going to get an up-to-date one as an</p> <p>11 undertaking anyway, in terms of the org chart,</p> <p>12 but I just wanted to make sure. I did want to</p> <p>13 ask each of you, I guess, and Ms. Dalley, I'll</p> <p>14 start with you. In your position, you're a</p> <p>15 Nalcor employee. Is that right?</p> <p>16 MS. DALLEY:</p> <p>17 A. Yes.</p> <p>18 MR. O'BRIEN:</p> <p>19 Q. Take your pick of the mic.</p> <p>20 MS. DALLEY:</p> <p>21 A. Yeah, I know.</p> <p>22 MR. O'BRIEN:</p> <p>23 Q. I know. You're a Nalcor employee?</p> <p>24 MS. DALLEY:</p> <p>25 A. I am.</p>	<p>1 A. No, I report directly to Dawn and I service</p> <p>2 Newfoundland and Labrador Hydro.</p> <p>3 MR. O'BRIEN:</p> <p>4 Q. Okay. And how about you, Mr. Brophy?</p> <p>5 MR. BROPHY:</p> <p>6 A. I report directly to Dawn.</p> <p>7 MR. O'BRIEN:</p> <p>8 Q. Okay, all right. And I think what I'm going</p> <p>9 to start with, I think, for you, Ms. Dalley,</p> <p>10 and you mentioned in your examination in</p> <p>11 direct that you had started this position</p> <p>12 you're in now in 2011. Is that right?</p> <p>13 MS. DALLEY:</p> <p>14 A. That's right.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. And prior to that, you were -- were you a</p> <p>17 Hydro employee prior to that? Just take me</p> <p>18 back sort of -</p> <p>19 MS. DALLEY:</p> <p>20 A. Honestly, I can't recall. I don't think I</p> <p>21 was. I think I had transferred over to Nalcor</p> <p>22 at that point.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. All right.</p> <p>25 MS. DALLEY:</p>
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<p>1 MR. O'BRIEN:</p> <p>2 Q. Do you have any dotted line sort of reporting</p> <p>3 to say Mr. Henderson or now Mr. MacIsaac in</p> <p>4 their role with Hydro?</p> <p>5 MS. DALLEY:</p> <p>6 A. I don't know that formally it would be seen as</p> <p>7 a dotted line, but I certainly undertake my</p> <p>8 duties in the same -- with the same principles</p> <p>9 as a dotted line, so you know, a consultation</p> <p>10 framework around everything, the decisions</p> <p>11 that are made when it comes to Hydro.</p> <p>12 MR. O'BRIEN:</p> <p>13 Q. Okay. And gentlemen, you're both, by the</p> <p>14 looks of it, Hydro employees. Is that right?</p> <p>15 MR. LYE:</p> <p>16 A. Yes.</p> <p>17 MR. BROPHY:</p> <p>18 A. Yes, that's correct, 100 percent Hydro.</p> <p>19 MR. O'BRIEN:</p> <p>20 Q. 100 percent Hydro. And do you gentlemen --</p> <p>21 and I'll ask you, Mr. Lye, first, I guess.</p> <p>22 You report into Ms. Dalley, but do you report</p> <p>23 at all into Mr. Henderson as well in your</p> <p>24 position?</p> <p>25 MR. LYE:</p>	<p>1 A. But my original position when I started was</p> <p>2 with Hydro.</p> <p>3 MR. O'BRIEN:</p> <p>4 Q. Was with Hydro?</p> <p>5 MS. DALLEY:</p> <p>6 A. That's right. I just can't remember the year</p> <p>7 that I would have transferred over in that</p> <p>8 role.</p> <p>9 MR. O'BRIEN:</p> <p>10 Q. Okay. So you started with Hydro in 2003? Is</p> <p>11 that right?</p> <p>12 MS. DALLEY:</p> <p>13 A. That's right.</p> <p>14 MR. O'BRIEN:</p> <p>15 Q. And your position at that time was?</p> <p>16 MS. DALLEY:</p> <p>17 A. Manager of corporate affairs, I believe, was</p> <p>18 the title.</p> <p>19 MR. O'BRIEN:</p> <p>20 Q. Corporate affairs?</p> <p>21 MS. DALLEY:</p> <p>22 A. Yeah.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. Okay. And at what point did you transfer to</p> <p>25 Nalcor?</p>

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<p>1 MS. DALLEY: 2 A. That's what I'm saying to you, I don't 3 remember the exact year. 4 MR. O'BRIEN: 5 Q. All right. 6 MS. DALLEY: 7 A. I'm thinking it would have been 2008, 2009, 8 around that timeframe. 9 MR. O'BRIEN: 10 Q. Okay, all right. And when you transferred to 11 Nalcor, did your position change? 12 MS. DALLEY: 13 A. Yes, it would have, because it would have had 14 broader responsibilities along with Hydro. It 15 would have also had responsibilities for 16 corporate affairs and communications across 17 all the Nalcor companies. 18 MR. O'BRIEN: 19 Q. Okay. And who would you -- when you 20 transferred to Nalcor, who would you have 21 reported into directly? 22 MS. DALLEY: 23 A. I've always been reporting to the CEO, Ed 24 Martin. 25 MR. O'BRIEN:</p>	<p>1 background. I haven't asked him that. 2 MS. DALLEY: 3 A. No, I mean, I understand what the role is, but 4 he -- I don't recall a discussion at the time 5 around, you know, the drivers for the creation 6 of the role. 7 MR. O'BRIEN: 8 Q. Sure, okay. I'm going to ask you - 9 MS. DALLEY: 10 A. If I could excuse you for a second, Mr. 11 O'Brien? 12 MR. O'BRIEN: 13 Q. Yeah, sure. 14 MS. DALLEY: 15 A. You're making me a little weepy. Could I get 16 a tissue? 17 MR. O'BRIEN: 18 Q. Oh yes, not a problem. 19 MS. DALLEY: 20 A. It's more my kids are making me sick. 21 MR. O'BRIEN: 22 Q. I wonder can be bring up PUB-NLH-229, 23 Attachment 1? I just want to walk through 24 your job description, Ms. Dalley. 25 MS. DALLEY:</p>
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<p>1 Q. Okay. And when you transferred to Nalcor 2 initially, were you a vice-president at that 3 time? 4 MS. DALLEY: 5 A. No. 6 MR. O'BRIEN: 7 Q. No. And what was the title? 8 MS. DALLEY: 9 A. It would have been the same title. 10 MR. O'BRIEN: 11 Q. Same title, okay. And so the reason -- I just 12 want to ask you the reason in October -- is it 13 October 2011, around that timeframe, that you 14 would have started? 15 MS. DALLEY: 16 A. Yeah, it was late 2011, yeah. 17 MR. O'BRIEN: 18 Q. Late 2011. And the reason for creating the 19 new position that you're in, can you give us 20 any background on that? 21 MS. DALLEY: 22 A. I expect that's a question for Mr. Martin, 23 since he created the position. 24 MR. O'BRIEN: 25 Q. Okay. I didn't know if you had any</p>	<p>1 A. Yeah. 2 MR. O'BRIEN: 3 Q. I got a few questions on that. Page 16, I 4 believe. Okay, so that would be your job 5 description there? Is that correct? 6 MS. DALLEY: 7 A. That looks like it. 8 MR. O'BRIEN: 9 Q. Okay. Under the summary of job function, so 10 there's -- the first paragraph there, "the 11 Vice-President Corporate Relations is a senior 12 level corporate and public relations position 13 in the company responsible for developing and 14 directing programs and activities to enhance 15 the company's corporate reputation and to 16 maintain favourable relationships with its 17 various stakeholders, in accordance with 18 established policies." I guess the first 19 thing I wanted to ask you, when we're talking 20 about the corporate reputation of the company, 21 are we talking about Nalcor there as a whole? 22 MS. DALLEY: 23 A. It would be Nalcor and the subsidiary 24 companies. 25 MR. O'BRIEN:</p>

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<p>1 Q. And the subsidiaries, okay. So that would 2 include Hydro?</p> <p>3 MS. DALLEY:</p> <p>4 A. Yes.</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. And can you tell me why Hydro's corporate 7 reputation would be important?</p> <p>8 MS. DALLEY:</p> <p>9 A. Reputation generally is the perception that 10 your stakeholders, be it customers, partners, 11 shareholders, et cetera, have about the 12 company. Typically in, you know, publicly 13 traded companies, been a lot of studies done 14 that ties impact of corporate reputation to 15 share value. In our case, naturally that's 16 not a driver. But that favourability that you 17 have and how you're perceived, based on how 18 you run your business, we would see as 19 valuable to the relationships that we have 20 with customers, partners, et cetera.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Okay. And when you talk about stakeholders, 23 just give me an overview as to stakeholders 24 you're talking about.</p> <p>25 MS. DALLEY:</p>	<p>1 work that's being undertaken, but generally, 2 those are some of our key groups.</p> <p>3 MR. O'BRIEN:</p> <p>4 Q. Okay. And in terms of programs, you talked a 5 bit about programs here earlier, I believe. I 6 did want to ask you, before we go any further, 7 you had mentioned -- I'm going to just sort of 8 step aside here. You mentioned about a five- 9 year plan, I believe, going forward and I did 10 want to get a handle now, while it's in my 11 mind, sort of how that's progressing. There's 12 a number of initiatives, I understood, under 13 that plan. Is there a number left to be 14 implemented as well?</p> <p>15 MS. DALLEY:</p> <p>16 A. Well, it is a five-year plan.</p> <p>17 MR. O'BRIEN:</p> <p>18 Q. Yeah, and how many are left sort of to be 19 implemented?</p> <p>20 MS. DALLEY:</p> <p>21 A. I don't have a number of initiatives, Mr. 22 O'Brien, but you know, we would be -- we 23 identified, I'm going to say, probably 10 to 24 12 initiatives this year and those are all on 25 track to be completed this year.</p>
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<p>1 A. Well, it's a broad base, depending on the line 2 of business, but whether they're -- in our 3 case, we would see the people of the Province 4 of Newfoundland and Labrador as our 5 shareholders, but we also have various 6 stakeholders through, you know, customers. 7 Again, we could segment those differently by 8 group, but customers, business partners.</p> <p>9 MS. GLYNN:</p> <p>10 Q. Ms. Dalley, I hate to interrupt, but I think 11 you need to speak up again.</p> <p>12 MS. DALLEY:</p> <p>13 A. I'm a quiet person, Ms. Glynn.</p> <p>14 MS. GLYNN:</p> <p>15 Q. I understand that, but people are having 16 difficulty hearing you.</p> <p>17 MS. DALLEY:</p> <p>18 A. I know, I'm only joking. Sorry. Customers 19 would be another stakeholder group. We would 20 look depending on the initiative we were 21 doing. For example, we might see media as a 22 stakeholder group if we were trying to 23 communicate with directly to customers. 24 Sometimes media is a channel that we would use 25 for that. So it really does depend on the</p>	<p>1 MR. O'BRIEN:</p> <p>2 Q. Okay. This year, okay, good. All right. We 3 go back here, just under key responsibility 4 areas. The first bullet, "develops annual 5 integrated corporate relations strategic 6 planning for ongoing and emerging issues in 7 the short, medium and long term" and that 8 would include Hydro as well, strategic 9 planning? Is that right?</p> <p>10 MS. DALLEY:</p> <p>11 A. Yes, it would.</p> <p>12 MR. O'BRIEN:</p> <p>13 Q. Okay. And then in what regard would you -- 14 what sort of strategic planning initiatives 15 have you integrated into Hydro since you've 16 been there?</p> <p>17 MS. DALLEY:</p> <p>18 A. Well, I think some we would have mentioned in 19 our opening evidence with respect to -- I 20 mean, they would fall generally in three 21 categories. One would be customer service. 22 So those would be the initiatives again which 23 Mr. Lye spoke about and I also referenced. So 24 those, as well as the initiatives that Mr. 25 Brophy mentioned with respect to conservation</p>

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1 and demand management and then on the
 2 communications side, I don't have those handy,
 3 but there would be a number of initiatives
 4 related to communications, things like power
 5 line safety, outage communications protocols,
 6 et cetera.
 7 MR. O'BRIEN:
 8 Q. Okay. And that's what I was wondering, come
 9 under those types of issues. And the second
 10 bullet there "provide strategic advice to the
 11 CEO, as well as undertaking leadership on
 12 behalf of the CEO in relation to key special
 13 projects and undertakings". Can you tell me
 14 what is meant by "undertaking leadership on
 15 behalf of the CEO" and whether that sort of
 16 pertains to Hydro in anyway?
 17 MS. DALLEY:
 18 A. I think we have a general leadership model in
 19 the company of shared leadership. So, you
 20 know, when it comes to things, for example,
 21 like safety, even though, you know, I may not
 22 be an operations leader in the sense that I'm
 23 in the field, when I go to the field, I'm
 24 expected to have distributed leadership. So
 25 I'm expected to work with our employees the

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1 same as any of our operational leaders would
 2 around, you know, discussing our safety
 3 principles, our mandates on safety, discussing
 4 their own personal safety, et cetera. So I
 5 see that as, you know, an example of that.
 6 MR. O'BRIEN:
 7 Q. Okay. And that's more of a general type of a
 8 role as a leader within Nalcor? Is that
 9 right?
 10 MS. DALLEY:
 11 A. Yes.
 12 MR. O'BRIEN:
 13 Q. And within Hydro?
 14 MS. DALLEY:
 15 A. Yes.
 16 MR. O'BRIEN:
 17 Q. Okay. Are there any key projects, key special
 18 projects or undertakings that you would take
 19 over leadership from the CEO on? I just want
 20 to make sure whether or not that's captured
 21 here.
 22 MS. DALLEY:
 23 A. I think that they would be items over time
 24 that would be, you know, again delegated
 25 responsibilities that, you know, Mr. Martin

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1 would ask me to lead. An example of that,
 2 which is very current, is, you know, we're in
 3 the middle of an election, which as a Crown
 4 corporation means that we may have -- may or
 5 may not, have a new government. So we assist
 6 the government as required with transition
 7 planning. So that is something that Mr.
 8 Martin has asked me to just, I guess,
 9 interface with government on to make sure that
 10 we provide any information as a Crown
 11 corporation that would be required.
 12 MR. O'BRIEN:
 13 Q. That's part of your role, I see, as we get
 14 through some of the points here. I understand
 15 that's part of your role is government
 16 relations. Is that right?
 17 MS. DALLEY:
 18 A. Yes.
 19 MR. O'BRIEN:
 20 Q. Well, let's go to -- there's a bullet there,
 21 the fourth bullet, "leads the corporate
 22 efforts in corporate communications,
 23 government relations". So the government
 24 relations aspect of that, that covers all
 25 lines of Nalcor, including Hydro, is it?

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1 MS. DALLEY:
 2 A. Generally, yes.
 3 MR. O'BRIEN:
 4 Q. Generally, okay. And with respect to the
 5 government relations aspect of your role, as
 6 it pertains to Hydro, are you the primary
 7 contact with the Provincial Government for
 8 Hydro, in the normal course of things?
 9 MS. DALLEY:
 10 A. Not necessarily. It would depend on the
 11 topic. I mean, I have responsibility for
 12 that, but there are a lot of interfaces
 13 through government. The Government of
 14 Newfoundland and Labrador I assume you're
 15 referencing.
 16 MR. O'BRIEN:
 17 Q. Yes, I am, yeah.
 18 MS. DALLEY:
 19 A. Into Hydro and Nalcor. So there are a lot of
 20 existing relationships that people would use,
 21 if they needed information.
 22 (9:45 a.m.)
 23 MR. O'BRIEN:
 24 Q. Okay. Well, how -- well, just take me through
 25 then your role, I mean, how you see your role

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<p>1 and how that sort of unfolds on a day-to-day 2 basis type of thing, in terms of government 3 relations.</p> <p>4 MS. DALLEY:</p> <p>5 A. Yeah, I think that -- I do have an individual 6 who sits within Nalcor that is a shareholder 7 and government relations advisor. So he is a 8 primary, probably more of the primary 9 interface, but there's certainly some, you 10 know, be it issues or opportunities within the 11 company where, you know, I might act as that 12 primary interface. So it really is -- it does 13 vary, but generally, that individual carries 14 that role as part of his responsibilities. He 15 does have other responsibilities as well. 16 But, you know, the objective -- and this is 17 not uncommon in Crown corporation governance, 18 and we've looked at other models in British 19 Columbia, as well as Ontario, where when you 20 have the government as your sole shareholder, 21 it comes with a level of best practice and to 22 some degree responsibility. So we have a 23 reporting responsibility.</p> <p>24 Some of those are legislative and some of 25 those are more operational on a day-over-day</p>	<p>1 MS. DALLEY:</p> <p>2 A. If we were filing a general rate application, 3 we would see that as important for government 4 to be aware that we're doing that. So we 5 would advise them of that.</p> <p>6 MR. O'BRIEN:</p> <p>7 Q. All right. And that individual who sits in 8 Nalcor that you would see, I guess, as the -- 9 that's the key contact generally, is it, with 10 the government?</p> <p>11 MS. DALLEY:</p> <p>12 A. Yes.</p> <p>13 MR. O'BRIEN:</p> <p>14 Q. Who's that individual?</p> <p>15 MS. DALLEY:</p> <p>16 A. Mark King.</p> <p>17 MR. O'BRIEN:</p> <p>18 Q. Mark King, and what's Mark King's title?</p> <p>19 MS. DALLEY:</p> <p>20 A. Shareholder and government relations advisor. 21 He's also the communications lead for energy 22 marketing.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. And in terms of his reporting, does he report 25 directly to you or does he report -</p>
<p>1 basis. Most places operate by one which I 2 would argue probably over resounding 3 principle, which is a principle of no 4 surprises. You know, typically governments 5 like to be informed and so, you know, we have 6 two -- it's really an information channel. If 7 they're looking for information on a 8 particular opportunity or issue or matter of 9 policy, they will make requests to us to 10 provide information and if we have something 11 that is happening which we feel may have, you 12 know, policy or public implications, we will 13 provide that information to them.</p> <p>14 MR. O'BRIEN:</p> <p>15 Q. Okay. So I guess, in terms of what you've 16 said just then, there are instances in which 17 you would go to government with information 18 because you feel that there's a need for them 19 to have that information and there may be 20 other instances where that information is 21 requested of you?</p> <p>22 MS. DALLEY:</p> <p>23 A. Yeah. I'll give you an example.</p> <p>24 MR. O'BRIEN:</p> <p>25 Q. Sure.</p>	<p>1 MS. DALLEY:</p> <p>2 A. No, he reports to me.</p> <p>3 MR. O'BRIEN:</p> <p>4 Q. He reports to you, okay. So would he be a 5 direct link on Hydro matters as well?</p> <p>6 MS. DALLEY:</p> <p>7 A. Again, he may be, but he wouldn't be the only 8 one. So it's not -- you know, our 9 organization and government are large enough 10 that -- and we have enough relationships that 11 sometimes someone picks up the phone and calls 12 someone directly to get information. We see 13 Mark generally as -- it's a relatively new 14 role. I should say that too.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Okay, sure.</p> <p>17 MS. DALLEY:</p> <p>18 A. It's been about a year and a half. But the 19 primary purpose was to try and facilitate a 20 process where we could centralize a contact. 21 So if a request was made for information and 22 for whatever reason that wasn't coming to, you 23 know, government in a timely manner, they will 24 often escalate to Mark to go and track that 25 information down.</p>

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1 MR. O'BRIEN:
 2 Q. To track the information, okay.
 3 MS. DALLEY:
 4 A. And get it in a more expedited fashion. He
 5 also has responsibility, and I know this was
 6 discussed at some point during the hearing, if
 7 I recall, about regular meetings. So he does
 8 do biweekly meetings with government where
 9 typically government, it's usually with policy
 10 representatives from the Department of Natural
 11 Resources, and it's typically their agenda.
 12 So we would do a shared agenda, but they'll
 13 often have a series of information topics
 14 that, you know, they want to get information
 15 on and Mark would facilitate getting the right
 16 person in the room at that meeting to provide
 17 that information. So we found that to be a
 18 very effective way of eliminating some of the
 19 one-of requests that you get for information,
 20 if we're able to stay ahead of it. So, we
 21 found that to be successful to date.
 22 MR. O'BRIEN:
 23 Q. So if there's a biweekly meeting and one of
 24 the issues is say rates at Hydro, then you'd
 25 have someone from rates there with Mark, that

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1 sort of thing?
 2 MS. DALLEY:
 3 A. That's typically, yeah, how it works.
 4 MR. O'BRIEN:
 5 Q. Okay, all right. And are you involved in any
 6 regular meetings yourself personally with any
 7 levels of government, in the Provincial
 8 Government?
 9 MS. DALLEY:
 10 A. Not on a planned basis, but you know, there's
 11 generally ongoing communication when it comes
 12 to, you know, matters with respect to Hydro,
 13 but also all the other Nalcor companies.
 14 MR. O'BRIEN:
 15 Q. So is it fair then if there was an issue of
 16 say a higher concern, it would get escalated
 17 to you and then you might be involved with
 18 some meetings at that basis?
 19 MS. DALLEY:
 20 A. I may be, but other executives may be as well,
 21 depending on the issue.
 22 MR. O'BRIEN:
 23 Q. Sure, okay. If we look back here at the
 24 screen where the bullet four, and we got to
 25 government relations. Employee

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1 communications, regulatory/PUB communications.
 2 Can you give me an overview of what your role
 3 would be with respect -- I'm presuming that's
 4 Hydro related. Is that right?
 5 MS. DALLEY:
 6 A. Yes, that would be. Generally, that's -- you
 7 know, again, we would see that the Public
 8 Utilities Board would be a very important
 9 stakeholder within the Hydro world. So it
 10 would be, from a communications perspective,
 11 if we were doing communications planning with
 12 respect to a topic which we feel that the
 13 Board is a stakeholder, they would be included
 14 in that planning to make sure that they were
 15 informed. Generally what we do is, again,
 16 facilitate that interaction with the
 17 regulatory and rates group, just to again make
 18 sure that, you know, the Board has been
 19 contacted or has been apprised of the
 20 development.
 21 MR. O'BRIEN:
 22 Q. And do you have -- when it comes to
 23 communications with the Board then, do you
 24 have oversight over the regulatory group at
 25 all?

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1 MS. DALLEY:
 2 A. No.
 3 MR. O'BRIEN:
 4 Q. No, okay. So is there -- so there's no one
 5 from the regulatory group that would report
 6 into you?
 7 MS. DALLEY:
 8 A. No.
 9 MR. O'BRIEN:
 10 Q. Okay. And in the fifth bullet here, we move
 11 down, this bullet talks about "integrated
 12 management of external relations, directing
 13 government and stakeholder relations". What
 14 does that relate to "directing government and
 15 stakeholder relations"? Is that just what
 16 we've been talking about?
 17 MS. DALLEY:
 18 A. Yes, I would put it in that category.
 19 MR. O'BRIEN:
 20 Q. Okay, all right. And then the last sentence
 21 in that bullet, "develops and implements
 22 positive media programs and maintains
 23 relations with the leading media locally,
 24 nationally and internationally." Would that
 25 relate to your role with Hydro as well,

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<p>1 developing media programs? Is that part of 2 your role for Hydro? 3 MS. DALLEY: 4 A. Yes. 5 MR. O'BRIEN: 6 Q. And what sorts of media programs would be 7 important for Hydro? 8 MS. DALLEY: 9 A. Again, it would really -- you know, some of 10 the leading ones that we've done recently, and 11 first of all, it's -- I see that statement as 12 coming back to philosophically, you know, the 13 approach to media within our company and you 14 know, we see media as being a very important, 15 albeit not exclusive conduit to customers and 16 stakeholders. So, you know, we would want 17 them to be incorporated in any kind of 18 programs that we're doing. 19 We do do some media programs. Power line 20 safety is probably a great example where, you 21 know, we have a number of power line contacts. 22 We work collaboratively with Newfoundland 23 Power as well as other stakeholders in the 24 community on that program. We do a number of 25 media programs, be it news conferences, media</p>	<p>1 service? Is that right? 2 MS. DALLEY: 3 A. Yes. 4 MR. O'BRIEN: 5 Q. Okay. And do you have more than one sort of 6 budgetary unit that you're responsible for or 7 does everything come into -- how does the 8 budget process work for you, I guess, may be 9 the best - 10 MS. DALLEY: 11 A. No, there's -- the budget units are separated, 12 so -- and again, Barry and Tony can speak to 13 more detail within their business units, but 14 they have, you know, account codes within 15 their business units for various activities. 16 Those roll up into Hydro and then the Nalcor 17 business units would be separated under -- 18 from a communications perspective. There 19 would be business units for each line of 20 business under communications and Hydro would 21 be one of those. 22 MR. O'BRIEN: 23 Q. Okay. So in terms of - 24 MS. DALLEY: 25 A. Or sorry, Hydro actually rolls up under Hydro.</p>
<p>1 interviews, you know. I guess that's probably 2 it, but you know, as part of an overarching 3 effort to try and raise awareness on the 4 seriousness of that issue. 5 It would be the same around our 6 conservation and demand management programs 7 where we use, again in collaboration with 8 Newfoundland Power on the shared programs, a 9 joint approach to using media as again one 10 channel to reach customers. 11 MR. O'BRIEN: 12 Q. Okay. And I guess it's fair to say that the 13 focus there when it comes to Hydro is 14 providing information to customers, so that 15 they're informed? Is that fair? 16 MS. DALLEY: 17 A. Yeah, without giving a lot of analysis to 18 that, I think that's generally the reason 19 you're doing it. 20 MR. O'BRIEN: 21 Q. Yeah, okay. If we could go to the last bullet 22 on that page there "leads the people, 23 processes and budgets associated with Hydro's 24 customer service activities." You're 25 responsible then for the budget for customer</p>	<p>1 MR. O'BRIEN: 2 Q. Under Hydro? 3 MS. DALLEY: 4 A. Yeah. 5 MR. O'BRIEN: 6 Q. Okay. So in terms of the Hydro side of the 7 budgetary process, would you have -- is there 8 two units that you look at, the energy and 9 conservation and the customer service? Are 10 those the two pieces that roll up through you? 11 MS. DALLEY: 12 A. And communications. 13 MR. O'BRIEN: 14 Q. And communications as well, okay. So you have 15 three units that you would be responsible for 16 approving budgets for? 17 MS. DALLEY: 18 A. Yeah. I think it's fair to say there are 19 three areas. There are a number of accounts 20 under those areas, with the exception, I'll 21 say, of Hydro which has -- on the 22 communications side, has one account. 23 MR. O'BRIEN: 24 Q. And do they all roll up into one budget for 25 you or do they all just roll up separately as</p>

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<p>1 units into Hydro? How does that work?</p> <p>2 MS. DALLEY:</p> <p>3 A. I think it's fair to say that you can slice</p> <p>4 and dice those in a number of ways. I have a</p> <p>5 tendency to look at them as separate and</p> <p>6 distinct categories.</p> <p>7 MR. O'BRIEN:</p> <p>8 Q. Okay. We heard from the finance panel that</p> <p>9 normally, I guess, the business unit owners</p> <p>10 would pass on budgets. So in this case, the</p> <p>11 business unit owners would pass on the budget</p> <p>12 to you. You would approve that and it get</p> <p>13 passed on to Mr. Henderson, is it, for final</p> <p>14 approval? How does that work?</p> <p>15 MS. DALLEY:</p> <p>16 A. Yeah, that would be a fair representation.</p> <p>17 Typically, we -- I meet with my team. We</p> <p>18 discuss those budgets. We do any refinements</p> <p>19 that we require and then we also sit down with</p> <p>20 Mr. Henderson, in this case going forward it</p> <p>21 will be Mr. MacIsaac, to discuss the budget</p> <p>22 and have that discussion and ultimately the</p> <p>23 approval sits with them.</p> <p>24 MR. O'BRIEN:</p> <p>25 Q. And is Mr. Martin involved in that at that</p>	<p>1 Is that how it would work?</p> <p>2 MS. DALLEY:</p> <p>3 A. Yes, or outside regular meetings. It would</p> <p>4 really be dependant on the issue.</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. All right. And you would attend those regular</p> <p>7 Hydro leadership meetings, monthly meetings?</p> <p>8 MS. DALLEY:</p> <p>9 A. I do.</p> <p>10 MR. O'BRIEN:</p> <p>11 Q. Okay. So you would still consider, even with</p> <p>12 respect to your three areas which you're</p> <p>13 responsible for, that Mr. Henderson does have</p> <p>14 the ultimate responsibility over those areas</p> <p>15 for Hydro?</p> <p>16 MS. DALLEY:</p> <p>17 A. Yes.</p> <p>18 MR. O'BRIEN:</p> <p>19 Q. Okay. I wonder if we could turn to the next</p> <p>20 page there, just scroll up, please, Ms. Gray.</p> <p>21 MS. DALLEY:</p> <p>22 A. Remind me to ask to have this shortened.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. Well, actually, now that you say that, I'll</p> <p>25 ask you whether or not your description has</p>
<p>1 stage or does it wait until Mr. Henderson -</p> <p>2 MS. DALLEY:</p> <p>3 A. Following that, it goes to Mr. Martin.</p> <p>4 MR. O'BRIEN:</p> <p>5 Q. Okay. In terms of, I guess, the</p> <p>6 communications piece and the customer services</p> <p>7 piece and the energy conservation piece, what</p> <p>8 level of accountability does Mr. Henderson</p> <p>9 have for those pieces, apart from the</p> <p>10 budgetary side of things?</p> <p>11 MS. DALLEY:</p> <p>12 A. In the past, Mr. Henderson ultimately has</p> <p>13 accountability for everything that happens in</p> <p>14 Hydro.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Okay. And do you have -- you're part of the</p> <p>17 Hydro team, is that right, the leadership</p> <p>18 team?</p> <p>19 MS. DALLEY:</p> <p>20 A. Yes.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Okay. So any issues with communication or any</p> <p>23 issues with customer service or energy</p> <p>24 conservation could be discussed at the</p> <p>25 leadership level of Hydro in regular meetings?</p>	<p>1 changed since the re org. Do you expect any</p> <p>2 changes?</p> <p>3 MS. DALLEY:</p> <p>4 A. What re org are you speaking of?</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. Well, I'll rephrase that. Since Mr.</p> <p>7 MacIsaac's -- there's been a new CEO, whether</p> <p>8 or not there's been any changes in your role</p> <p>9 at all that you -</p> <p>10 MS. DALLEY:</p> <p>11 A. Not at this time.</p> <p>12 MR. O'BRIEN:</p> <p>13 Q. Not at this time, okay. Maybe you can take</p> <p>14 that up with Mr. MacIsaac to have the list</p> <p>15 shortened. Bullet two, I guess, the full</p> <p>16 bullet, second full bullet there, "leads the</p> <p>17 management of corporate relations issues</p> <p>18 arising from executive management committee</p> <p>19 priorities." And I think you had mentioned a</p> <p>20 committee in your direct. A customer service</p> <p>21 committee, is that -</p> <p>22 MS. DALLEY:</p> <p>23 A. Yeah, we have a cross-functional advisory</p> <p>24 council that -</p> <p>25 MR. O'BRIEN:</p>

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1 Q. That's what it was.
 2 MS. DALLEY:
 3 A. Yeah, Tony and one of our general manager in
 4 transmission rural operations co-lead that
 5 group.
 6 MR. O'BRIEN:
 7 Q. Okay. And can you give me just some
 8 background on what that group entails?
 9 MS. DALLEY:
 10 A. Sure. And again, Tony can speak to the
 11 details of it.
 12 MR. O'BRIEN:
 13 Q. Sure.
 14 MS. DALLEY:
 15 A. Likely more eloquently than I am. But the
 16 principle behind it was, you know, we're a
 17 geographically dispersed company with a lot of
 18 people responsible for those interfaces with
 19 customers. The only interface with customer
 20 does not exist, you know, I guess within our
 21 purview at the call centre level. There are a
 22 lot of aspects to it. Predominantly, some of
 23 those interfaces are within operations and
 24 field operations. So, to ensure that, you
 25 know, we have the proper leadership and

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1 guidance to our employees around the culture
 2 that we want to create with respect to
 3 customer service, we felt it was important to
 4 pull those sort of leadership within those
 5 various functional areas to try and eliminate
 6 what I would argue would be a bit of a silo
 7 effect, where you're operating within your own
 8 field and not having consideration for the
 9 broader view.
 10 So that council would be providing
 11 guidance to Tony around initiatives that he
 12 may want to implement as part of the customer
 13 service strategy and on how, you know, how it
 14 might practically be implemented or what the
 15 impact might be, from an operations
 16 standpoint, but it also has interfaces in with
 17 the CDM team, as well as system planning,
 18 system operations and probably missing some
 19 there, Tony, but you know, the groups that
 20 generally have interfaces with customers.
 21 (10:00 a.m.)
 22 MR. O'BRIEN:
 23 Q. Okay. So there's -- so this council, who is
 24 it made up of?
 25 MR. LYE:

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1 A. Do you want their names or their roles?
 2 MR. O'BRIEN:
 3 Q. No, just the roles, if you -
 4 MR. LYE:
 5 A. So we have the general manager of transmission
 6 and rural operations, that Dawn had mentioned.
 7 MR. O'BRIEN:
 8 Q. Okay.
 9 MR. LYE:
 10 A. Kevin Fagan, who is the manager of rates and
 11 regulatory. There's a manager in system
 12 planning, the manager from corporate
 13 communications, the manager from energy
 14 efficiency. There's representation from
 15 business development. I don't know if I left
 16 anybody out. I think I covered most of the
 17 folks.
 18 MR. O'BRIEN:
 19 Q. Okay. And do they meet regularly? Is there -
 20 MR. LYE:
 21 A. So the council was established this year and
 22 we drafted a terms of reference. The mandate
 23 for the council was to meet a minimum four
 24 times per year. We've met a number of times
 25 this year already. Some of the -- I guess the

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1 GRA work and the hearings got in the way of
 2 regular meetings. So I mean, the thing is,
 3 yes, we have met. However, once we get
 4 through this, there'll be more frequent
 5 meetings.
 6 MR. O'BRIEN:
 7 Q. Okay. And I guess this council, as Ms. Dalley
 8 had indicated, is I guess one of the keys to
 9 prevent a silo effect, so you have better
 10 communications within each aspect of
 11 operations, customer service, energy
 12 conservation? Is that how -- is that the idea
 13 behind it? You talk about a terms of
 14 reference. Maybe you can give us just a basic
 15 idea as to what that -
 16 MR. LYE:
 17 A. So when we talk about where we need -- what I
 18 mentioned in the opening is that customer
 19 service has to be an organizational wide
 20 effort.
 21 MR. O'BRIEN:
 22 Q. Right.
 23 MR. LYE:
 24 A. And that was the purpose of bringing those
 25 folks together. They've been in those senior

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<p>1 roles. They know the business, know the 2 organization very well, and not only that, is 3 they have their staff reporting to them that 4 can bring back to them feedback and the things 5 that we should be doing to enhance the 6 customer service and that was really the -- 7 really, generally, the purpose of that council 8 was to gather that feedback, bring it back in 9 those meetings and provide guidance to myself 10 and the general manager of transmission rural 11 operations in how we can further enhance that 12 customer experience.</p> <p>13 MR. O'BRIEN: 14 Q. And this council was established this year? 15 Is that right?</p> <p>16 MR. LYE: 17 A. Yes, it was. And again, that was one of the 18 initiatives that came out of the customer 19 service strategy and that was one of the 20 initiatives we identified and yes, we created 21 that this year.</p> <p>22 MR. O'BRIEN: 23 Q. Okay. The next bullet there provides 24 leadership in the development of clear short 25 and long term goals with the communications</p>	<p>1 A. And then more detailed within the annual plan 2 and window.</p> <p>3 MR. O'BRIEN: 4 Q. And if I could look at just the last bullet 5 there, provides leadership and necessary 6 coordination of the company's social 7 responsibility activities and reporting. How 8 would you go about sort of, I guess, dealing 9 with the company's social responsibility, what 10 types of activities are you involved with?</p> <p>11 MS. DALLEY: 12 A. That's a good question, and actually a new 13 area of responsibility forming, so we're just 14 working now on developing the company's 15 broader sustainability framework, so it's in 16 progress.</p> <p>17 MR. O'BRIEN: 18 Q. Okay, and that includes Hydro as well in that 19 bullet?</p> <p>20 MS. DALLEY: 21 A. Yes, it would.</p> <p>22 MR. O'BRIEN: 23 Q. I'm going to move to another line here. I 24 wonder can we bring up PUB-228, Attachment 1, 25 Revision 5. This is our infamous PUB-228.</p>
<p>1 and shareholders relations team for all 2 regions and lines of business. I guess, we're 3 talking about for the long term ones, this is 4 your five year plan, I take it. Do you have 5 an annual plan as well for corporate 6 relations?</p> <p>7 MS. DALLEY: 8 A. Yes.</p> <p>9 MR. O'BRIEN: 10 Q. Okay, and how do you develop that?</p> <p>11 MS. DALLEY: 12 A. Typically, the managers and the leads within 13 their areas would work with their teams to 14 develop it, so we do try and have a 15 collaborative and engaging process with our 16 employees to make sure that their feedback is 17 incorporated. We'd look at research that we 18 had conducted or external secondary research, 19 et cetera, and develop those plans longer 20 term, and then on an annual basis generally 21 have a fairly good view in the two year 22 window.</p> <p>23 MR. O'BRIEN: 24 Q. Okay.</p> <p>25 MS. DALLEY:</p>	<p>1 Ms. Dalley, you had indicated, obviously, that 2 you were part of the Hydro leadership team. 3 You're also part of the Nalcor leadership 4 team, is that right?</p> <p>5 MS. DALLEY: 6 A. I am.</p> <p>7 MR. O'BRIEN: 8 Q. And there's some hours here. We see under VP 9 Corporate Communications and Shareholders 10 Relations, the second from the bottom, 2012 11 were the first hours that were charged in from 12 your position to Hydro, is that right?</p> <p>13 MS. DALLEY: 14 A. Yes.</p> <p>15 MR. O'BRIEN: 16 Q. Okay, and you had indicated it was late in the 17 year, 2011, that you would have taken on this 18 role?</p> <p>19 MS. DALLEY: 20 A. That's right.</p> <p>21 MR. O'BRIEN: 22 Q. Okay, I wonder can you give me an idea, first 23 of all, whether the hours for 2012 and 2013 24 are reasonably accurate?</p> <p>25 MS. DALLEY:</p>

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<p>1 A. I expect that they would be.</p> <p>2 MR. O'BRIEN:</p> <p>3 Q. And just give me an overview as to how you,</p> <p>4 yourself, record your time?</p> <p>5 MS. DALLEY:</p> <p>6 A. I have a daily tracking sheet that I track</p> <p>7 time on, and then that rolls up to essentially</p> <p>8 weekly timesheets, which are submitted.</p> <p>9 MR. O'BRIEN:</p> <p>10 Q. Okay, and are there any policies you follow in</p> <p>11 terms of tracking time for Hydro? Mr. Martin</p> <p>12 had indicated that he had, I guess, told</p> <p>13 Nalcor leadership that if a matter is dealt</p> <p>14 with exclusively for Hydro, that it gets</p> <p>15 billed to Hydro, but if it's not exclusively</p> <p>16 for Hydro, it doesn't get billed to Hydro. Is</p> <p>17 that something that you're familiar with?</p> <p>18 MS. DALLEY:</p> <p>19 A. That would be the same principle that I use</p> <p>20 for essentially guidance as I'm completing</p> <p>21 timesheets.</p> <p>22 MR. O'BRIEN:</p> <p>23 Q. Okay. So any leadership meetings that you sit</p> <p>24 in for Hydro, that would be considered</p> <p>25 exclusively Hydro, I take it?</p>	<p>1 actuals to November, 2014. For 2014, would</p> <p>2 there have been much more billed to Hydro for</p> <p>3 you than the 979 showing there?</p> <p>4 MS. DALLEY:</p> <p>5 A. I'm not clear on what you mean?</p> <p>6 MR. O'BRIEN:</p> <p>7 Q. Well, this particular -</p> <p>8 MS. DALLEY:</p> <p>9 A. Oh, that's a forecast.</p> <p>10 MR. O'BRIEN:</p> <p>11 Q. That's a forecast based on November actuals.</p> <p>12 So you would have had another month.</p> <p>13 MS. DALLEY:</p> <p>14 A. Yeah, I would have to see the actual data.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Okay, and how about the forecast 2015 and</p> <p>17 2016, is that a forecast you would have</p> <p>18 provided?</p> <p>19 MS. DALLEY:</p> <p>20 A. No.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. No. Are you able to give me an idea as to -</p> <p>23 and I can probably take you to an RFI, but we</p> <p>24 see the hours here charged in from 2013 up to</p> <p>25 2014 as a significant change, and then a</p>
<p>1 MS. DALLEY:</p> <p>2 A. Yes, it would.</p> <p>3 MR. O'BRIEN:</p> <p>4 Q. Okay, what types of things would you be</p> <p>5 dealing with that would have a crossover with</p> <p>6 Hydro, but would also deal with other lines of</p> <p>7 business?</p> <p>8 MS. DALLEY:</p> <p>9 A. The Nalcor leadership team meeting would be an</p> <p>10 example of that, as would leadership team</p> <p>11 safety meetings, you know, any initiatives</p> <p>12 that cross over. Right now, I happen to be</p> <p>13 assisting and sponsoring with an information</p> <p>14 management initiative that would be Nalcor,</p> <p>15 but would have implications within Hydro.</p> <p>16 MR. O'BRIEN:</p> <p>17 Q. So none of your work in that area would be</p> <p>18 charged to Hydro?</p> <p>19 MS. DALLEY:</p> <p>20 A. No.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Can you give me an idea just in terms of the</p> <p>23 forecast there, we've got 2014, that's a</p> <p>24 forecast, all of the - footnote 5, the number</p> <p>25 shown to have been re-forecasted based on</p>	<p>1 continued sort of higher level of hours and</p> <p>2 what's the reasons for that?</p> <p>3 MS. DALLEY:</p> <p>4 A. I would expect, again without going back in</p> <p>5 detail, like a lot of other folks who you've</p> <p>6 spoken to on this issue, that it would have</p> <p>7 been related to the significant level of</p> <p>8 activity within Hydro that would have required</p> <p>9 oversight around regulatory processes, outage</p> <p>10 inquiries. The response itself would have</p> <p>11 been some, but it wouldn't be extensive around</p> <p>12 that because that would have been in the early</p> <p>13 days, and to be honest, we code to a 37.5 hour</p> <p>14 timesheet, so a lot of those early days would</p> <p>15 have been 18 hour days.</p> <p>16 MR. O'BRIEN:</p> <p>17 Q. Okay. Maybe I can help you with that. PUB-</p> <p>18 NLH-379, there was a question posed about the</p> <p>19 increase in leadership hours, and if we turn</p> <p>20 to - so the question there, "Further to</p> <p>21 response PUB-NLH-045, explain in detail the</p> <p>22 significant increase in time for 2014/2015 for</p> <p>23 the following executive positions", and you</p> <p>24 see your position there as the last one there,</p> <p>25 the Vice President of Corporate</p>

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<p>1 Communications. If we go to page 2 of 3, and 2 lines 23, "In 2014, the Vice President of 3 Corporate Communications, Dawn Dalley, was 4 actively involved in the same key priority 5 areas as the President and CEO, including 6 Hydro's public and operational responses to 7 the January 2014 interruption and supply 8 events and the subsequent inquiry process. 9 2014/2015, winter availability efforts and 10 continued GRA activities from a stakeholder 11 engagement perspective, and public and 12 customer relation perspective, as well as 13 providing strategic support to planning and 14 implementing and overseeing significant 15 communication efforts on these issues and 16 events. A renewed focus was placed on Hydro's 17 customer service function and energy 18 efficiency program development in 2014, and 19 both functions report through to VP 20 Communications". Would that be the fair 21 assessment of those increase in hours then?</p> <p>22 MS. DALLEY: 23 A. That sounds very familiar.</p> <p>24 MR. O'BRIEN: 25 Q. Sounds familiar, okay.</p>	<p>1 and the subsequent inquiry process", I guess, 2 we could roll that up into something you 3 wouldn't expect to be incurred year over year?</p> <p>4 MS. DALLEY: 5 A. Let us hope not.</p> <p>6 MR. O'BRIEN: 7 Q. Okay. So in terms of the future test year, I 8 guess, test period from 2016 forward, would 9 you expect much work to be included in your 10 hours billed to Hydro on those issues?</p> <p>11 MS. DALLEY: 12 A. Again you're asking me to be predictive of 13 that sort of opportunity?</p> <p>14 MR. O'BRIEN: 15 Q. Yes, I am, actually.</p> <p>16 MS. DALLEY: 17 A. I would expect that from an outage and general 18 regulatory interfaces that when it comes to 19 our capital budget submissions, when it comes 20 to future general rate applications, there 21 would be activity associated with those.</p> <p>22 MR. O'BRIEN: 23 Q. Sure, and I think we'll probably get to that 24 in terms of GRA issues as we go forward.</p> <p>25 MS. DALLEY:</p>
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<p>1 MS. DALLEY: 2 A. It does.</p> <p>3 MR. O'BRIEN: 4 Q. All right, so there wouldn't be anything else 5 that you can think of to add to that list?</p> <p>6 MS. DALLEY: 7 A. With respect to going forward or looking back?</p> <p>8 MR. O'BRIEN: 9 Q. For the increase, and we can scroll back up 10 there if you want to have a run through it 11 again.</p> <p>12 MS. DALLEY: 13 A. Yeah. I mean, obviously, some of those 14 initiatives, you know, would be year over year 15 initiatives, so in some cases you'd get - 16 obviously, last year there was a high degree 17 of regulatory activity, which I would hope and 18 expect that we wouldn't see on an ongoing 19 basis.</p> <p>20 MR. O'BRIEN: 21 Q. Okay, well, let me ask you about some of those 22 points then. I guess, the first two points, 23 the public and operational - if we go down to 24 23, "The public and operational responses to 25 January 2014 interruption and supply events</p>	<p>1 A. Yeah.</p> <p>2 MR. O'BRIEN: 3 Q. But in terms of the outage and the subsequent 4 inquiry process, your involvement in corporate 5 communications and shareholder relations, you 6 wouldn't expect that to carry over much beyond 7 the point it's gone now, would you?</p> <p>8 MS. DALLEY: 9 A. No.</p> <p>10 (10:15 a.m.)</p> <p>11 MR. O'BRIEN: 12 Q. Okay. Let me ask you about the next issue 13 here, about the 2014/2015 winter availability 14 efforts. Can you tell me sort of what your 15 involvement would have been with respect to 16 that aspect of Hydro and where you fit into 17 that piece?</p> <p>18 MS. DALLEY: 19 A. Sure. There was a high degree of interest 20 over the previous winter, and I expect it will 21 be very similar this winter and likely for the 22 subsequent winter as we head up to the 23 interconnection of Muskrat Falls, around the 24 availability of supply for customers. So last 25 winter, we implemented a process, and I</p>

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<p>1 believe I spoke to it during the outage 2 inquiry, of essentially daily system meetings 3 and any activity that would come out of that 4 from a communications perspective, so I 5 participated in those meetings, both 6 representing - fundamentally customer service 7 and communications were the two primary areas 8 of focus as we discussed, you know, generally 9 what's happening on the system on a daily 10 basis, what the priorities are, what risks we 11 may see, what work is being done, what units 12 are out for outages, and we have a series of 13 protocols in place which were developed over 14 last year with respect to sharing information 15 with Newfoundland Power as well as customers 16 and other stakeholders around - again daily 17 system status is probably an overarching 18 category of that. So I would have been 19 involved in those meetings. 20 MR. O'BRIEN: 21 Q. Okay, is this a daily meeting that you're 22 involved in? 23 MS. DALLEY: 24 A. It was at the time, yes. 25 MR. O'BRIEN:</p>	<p>1 there was a campaign, a 2014/2015 sort of 2 media campaign of sorts that was started with 3 Hydro. Was that a fair description of - 4 MS. DALLEY: 5 A. You're referencing, I think, the winter 6 readiness program. 7 MR. O'BRIEN: 8 Q. Yes, the program. 9 MS. DALLEY: 10 A. Yeah. 11 MR. O'BRIEN: 12 Q. And just tell me sort of how that arose, was 13 this a program that was started by you, was 14 this designed by someone else in Hydro, how 15 did that arise? 16 MS. DALLEY: 17 A. I don't remember the exact genesis of the 18 program. It likely would have come from the 19 corporate communications team. I don't know 20 particularly who it was, but we would have 21 discussions with that team around that 22 program. 23 MR. O'BRIEN: 24 Q. Okay, and what was the program to include? 25 MS. DALLEY:</p>
<p>1 Q. And has that continued now forward? 2 MS. DALLEY: 3 A. It does, those meetings happen daily. 4 MR. O'BRIEN: 5 Q. Are you involved with those daily now or is 6 there someone else from your department? 7 MS. DALLEY: 8 A. Not on a routine basis. So the senior 9 communications advisor for Hydro now sits in 10 on those. As we head into the winter with 11 again the peak interest and criticality of the 12 system and the electricity supply, my 13 intention is to join those on a - it won't be 14 daily, but I'll join them on a more routine 15 basis. 16 MR. O'BRIEN: 17 Q. And will that carry over into 2016/2017, your 18 involvement when it gets close to the winter 19 period? 20 MS. DALLEY: 21 A. Yes, I would expect that it will. 22 MR. O'BRIEN: 23 Q. And you did mention, I think - you were asked 24 some questions at the inquiry in March, I 25 guess, on this issue, and I understood that</p>	<p>1 A. It would have been a number of components to 2 it from a practical perspective. It's really 3 a multi-faceted education and awareness 4 program, so you would have had, you know, a 5 micro site created around it. We would have 6 had a lot of social media interfaces, there 7 were blogs written around it. You need 8 multiple channels to reach people effectively. 9 We would have had television ads, radio ads, 10 there was a direct mail piece involved, so I 11 think that probably encompasses the bulk of 12 it. 13 MR. O'BRIEN: 14 Q. Okay, that would cover the bulk of it, okay. 15 Can you tell me what the purpose of that media 16 program was? 17 MS. DALLEY: 18 A. Yes, it was to educate customers on the 19 electricity system, I guess, around power 20 outages, around safety, around power outages, 21 on the new advanced notification system which 22 was developed coming out of the January 23 outages. Generally, the response was with 24 respect to the January supply outages and sort 25 of providing information to customers around</p>

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1 what they could do and what we were doing with
 2 respect to those outages to prevent them in
 3 the future.
 4 MR. O'BRIEN:
 5 Q. Okay. Was there a cost to that program?
 6 MS. DALLEY:
 7 A. Yes.
 8 MR. O'BRIEN:
 9 Q. What was the cost to that program?
 10 MS. DALLEY:
 11 A. Total cost was somewhere around \$440,000.00, I
 12 believe, once the final tally was done.
 13 MR. O'BRIEN:
 14 Q. I wonder if we can pull up a cross-examination
 15 document. It's the transcript from the March
 16 30th hearing Ms. Dalley was referencing. I
 17 just wanted to -
 18 MS. GLYNN:
 19 Q. We'll enter that as Information 48.
 20 MR. O'BRIEN:
 21 Q. 48, thank you. If we could turn to page 80,
 22 please, and line 10. So in this transcript
 23 here, Mr. Dumaresque had asked you some
 24 questions about the winter readiness campaign,
 25 and if you come down to 14 there, he said, "I

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1 know several weeks ago you will - just to -
 2 for people's clarification, I don't know how
 3 you would not know about it, but, anyway, it
 4 was ready for winter advertising campaign.
 5 Can you please tell me why this was done and
 6 what the cost of doing that was", and your
 7 answer was, "Yeah, we embarked on coming out
 8 of last year because of what we wanted to do
 9 was provide information to people of the
 10 province on the state of readiness for the
 11 winter", and this is an area I just wanted to
 12 ask you, "We understood the confidence in the
 13 electricity system coming out of last winter
 14 had been seriously diminished. Our research
 15 told us that as well, so we wanted to advise
 16 people of the work that Hydro had put into the
 17 system, that we'd accepted the recommendations
 18 coming out of the various inquiries and that
 19 we had done substantial work in getting ready
 20 for the winter". Was that really the key
 21 purpose for this program?
 22 MS. DALLEY:
 23 A. Yes, it was.
 24 MR. O'BRIEN:
 25 Q. And if we scroll down to the bottom, and I'll

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1 just ask - actually, it's on to the next page,
 2 I think, yes, down to line 10, "So we wanted
 3 to provide advance notification, I guess, and
 4 awareness and education of customers to that
 5 end. The cost of that program was about
 6 \$400,000.00, about \$1.42 per customer". So
 7 that's in line with what you just indicated.
 8 You said the final figure was about
 9 \$440,000.00, I think, is that right?
 10 MS. DALLEY:
 11 A. Yes, it was.
 12 MR. O'BRIEN:
 13 Q. Okay. I just wanted to confirm that based on
 14 that evidence and your evidence here, that one
 15 of the key sort of approaches here was to
 16 repair Hydro's corporate image as well, is
 17 that fair to say?
 18 MS. DALLEY:
 19 A. No.
 20 MR. O'BRIEN:
 21 Q. No, and why is that?
 22 MS. DALLEY:
 23 A. The corporate reputation is well known to be
 24 driven by your operational work. You know,
 25 it's a - I guess, an accepted principle from

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1 those who work in this field that when it
 2 comes to - and you say "image". There's
 3 differentiation in academic worlds between
 4 image and reputation, but we'll talk about
 5 reputation because, I think, that's what you
 6 mean.
 7 MR. O'BRIEN:
 8 Q. Sure, yes.
 9 MS. DALLEY:
 10 A. You know, you can try and gloss over
 11 something, but it won't have sustained effect,
 12 and indeed it didn't in this case.
 13 MR. O'BRIEN:
 14 Q. What's that?
 15 MS. DALLEY:
 16 A. It didn't in this case.
 17 MR. O'BRIEN:
 18 Q. It didn't in this case, okay.
 19 MS. DALLEY:
 20 A. We achieved the objectives we wanted to from
 21 the program, so the awareness increased, a
 22 number of variables that we looked at around
 23 those objectives, but it had no impact on
 24 reputation.
 25 MR. O'BRIEN:

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<p>1 Q. And why do you say that?</p> <p>2 MS. DALLEY:</p> <p>3 A. Because we measured it.</p> <p>4 MR. O'BRIEN:</p> <p>5 Q. And how did you measure it?</p> <p>6 MS. DALLEY:</p> <p>7 A. We asked customers. We surveyed them. Well,</p> <p>8 the people of the province really because it</p> <p>9 was a broader campaign.</p> <p>10 MR. O'BRIEN:</p> <p>11 Q. And in terms of the results of that, was that</p> <p>12 a full customer service sort of - what type of</p> <p>13 a survey did you do?</p> <p>14 MS. DALLEY:</p> <p>15 A. Well, we did two. We did a survey on the</p> <p>16 program itself, and then we also separately</p> <p>17 and distinctly surveyed Hydro's reputation.</p> <p>18 MR. O'BRIEN:</p> <p>19 Q. Okay, and the program itself didn't affect</p> <p>20 Hydro's reputation?</p> <p>21 MS. DALLEY:</p> <p>22 A. Again it's difficult to, you know, parse those</p> <p>23 variables out, you know, without some sort of</p> <p>24 control, but we certainly didn't see an</p> <p>25 impact, the reputation to client, so -</p>	<p>1 MS. DALLEY:</p> <p>2 A. And that was on the customer survey which</p> <p>3 would have been distinct from the actual</p> <p>4 survey on the program itself.</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. And what was the timing between those two, the</p> <p>7 survey and the program, and then the customer</p> <p>8 service one? Was there a number of months</p> <p>9 after?</p> <p>10 MS. DALLEY:</p> <p>11 A. Well, the customer service one would have been</p> <p>12 in - the customer service one last would have</p> <p>13 been done in November of - it would have been</p> <p>14 in the field November of 2014.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Okay.</p> <p>17 MS. DALLEY:</p> <p>18 A. So it would have predated the actual program.</p> <p>19 The program survey itself was, I'm going to</p> <p>20 say, conducted in late March of 2015, and then</p> <p>21 the Hydro reputation survey would have been in</p> <p>22 the field in May/June of this year.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. Of 2015, okay. So the program itself, when</p> <p>25 did that start, at what point did that start?</p>
Page 82	Page 84
<p>1 MR. O'BRIEN:</p> <p>2 Q. So you didn't see -</p> <p>3 MS. DALLEY:</p> <p>4 A. It would be difficult to say that -</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. Difficult to say how -</p> <p>7 MS. DALLEY:</p> <p>8 A. Hard numbers would tell you.</p> <p>9 MR. LYE:</p> <p>10 A. Can I make a comment as well?</p> <p>11 MR. O'BRIEN:</p> <p>12 Q. Yes, sure.</p> <p>13 MR. LYE:</p> <p>14 A. Dawn is actually right on the reputation</p> <p>15 piece, but you're asking a question about the</p> <p>16 survey. We did ask that question specific,</p> <p>17 that would you think Hydro is winter ready,</p> <p>18 and 80 percent of the 725 people that</p> <p>19 responded said that we were.</p> <p>20 MR. O'BRIEN:</p> <p>21 Q. Said that you were?</p> <p>22 MR. LYE:</p> <p>23 A. Yes, so that's different from reputation</p> <p>24 overall, but from a winter ready point of</p> <p>25 view, it's 80 percent said we were.</p>	<p>1 MS. DALLEY:</p> <p>2 A. I don't have the exact date, Mr. O'Brien, but</p> <p>3 it would have been, I'm thinking, late</p> <p>4 November. I think we started it with a news</p> <p>5 conference, if I recall. I'm going to say</p> <p>6 it's around late November.</p> <p>7 MR. O'BRIEN:</p> <p>8 Q. Can you give me an undertaking just to provide</p> <p>9 the date as to when you would have started</p> <p>10 that?</p> <p>11 MS. DALLEY:</p> <p>12 A. Sure.</p> <p>13 MS. GLYNN:</p> <p>14 Q. Noted on the record.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. I wonder if we could have a look at the other</p> <p>17 cross-examination document that Newfoundland</p> <p>18 Power submitted.</p> <p>19 MS. GLYNN:</p> <p>20 Q. We'll enter that as Information 49.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Ms. Dalley, this document here is this the</p> <p>23 direct mail piece you were talking about?</p> <p>24 MS. DALLEY:</p> <p>25 A. Yes, it is.</p>

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<p>1 MR. O'BRIEN: 2 Q. And can you give me an idea - I know you're 3 going to give me an undertaking as to when the 4 program started, but would that have gone out 5 as part of the - first part of the program in, 6 say, November of 2014? 7 MS. DALLEY: 8 A. I will have to advise on the timing of it as 9 well. I can't remember exactly when that 10 would have went out. I'm thinking it would 11 have been December, early December. 12 MR. O'BRIEN: 13 Q. Okay. 14 MS. GLYNN: 15 Q. So we'll note that as an undertaking. 16 MR. O'BRIEN: 17 Q. Sure, if we can ask for that undertaking as 18 well just to find out when this went out, and 19 at the top of the document here, it's a winter 20 readiness update. Is that a normal type of 21 document that you sent out before, or is that 22 - like, do you send out prior to 2014, the 23 winter of 2014/2015, did you send out these 24 types of documents before? 25 MS. DALLEY:</p>	<p>1 how is it that Hydro would determine they're 2 winter ready when sending out one of these 3 documents, just based on - because you're 4 going to do that in the future, I take that, 5 as well? 6 MS. DALLEY: 7 A. Going to do what? 8 MR. O'BRIEN: 9 Q. Are you going to do these types of programs 10 into the future as well? 11 MS. DALLEY: 12 A. We haven't determined that yet. 13 MR. O'BRIEN: 14 Q. Okay. 15 MS. DALLEY: 16 A. But certainly we'll be discussing with 17 customers over the coming seasons as we go 18 into winter because we understand that 19 customers are concerned about the power supply 20 as a result of the January disruptions, and 21 subsequently, I would say the March disruption 22 as well. 23 MR. O'BRIEN: 24 Q. Okay. 25 MS. DALLEY:</p>
<p>1 A. No. 2 MR. O'BRIEN: 3 Q. And it's entitled "The winter readiness 4 update". Why is it entitled an update? 5 MS. DALLEY: 6 A. Because it's an update. 7 MR. O'BRIEN: 8 Q. Okay, and in terms of - if we could turn down, 9 "We are winter ready". When Hydro sent out 10 this document, had it established that it was 11 winter ready? 12 MS. DALLEY: 13 A. Pardon? 14 MR. O'BRIEN: 15 Q. Had it established that it was winter ready? 16 MR. O'BRIEN: 17 Q. Had Hydro established that we were winter 18 ready? 19 MR. O'BRIEN: 20 Q. Yes. 21 MS. DALLEY: 22 A. Yes. 23 MR. O'BRIEN: 24 Q. I just want to get an idea as to how, and you 25 may not be able to answer this question, but</p>	<p>1 A. So our intention is to provide them with 2 information. Whether we do something like 3 this, I don't know, but - 4 MR. O'BRIEN: 5 Q. Sure, might be something different, yeah. 6 MS. DALLEY: 7 A. Well, it's recognizable at this point under 8 that frame. 9 (10:30 a.m.) 10 MR. O'BRIEN: 11 Q. Sure, okay. I guess, in terms of how Hydro 12 would determine it's winter ready? 13 MS. DALLEY: 14 A. Oh, yes, yeah. We would have had discussions 15 with our operations staff at the time and this 16 if foundationally based on operations, so we 17 would have gone through, and again operations 18 could provide you with more information, but 19 we would have discussed with them where we 20 were around winter readiness, the various 21 winter readiness activities that had been 22 planned for the year, the checklist that had 23 been completed, as well as any initiatives 24 that were coming out of the inquiry and the 25 Liberty Report, and our own assessments, that</p>

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<p>1 we needed to be prepared for the winter.</p> <p>2 MR. O'BRIEN:</p> <p>3 Q. Okay. I wonder if we could scroll down to, I</p> <p>4 guess, the bottom half. You've got a number</p> <p>5 of bullets, "We've got our winter ready plan</p> <p>6 in place". The fourth bullet there, "We've</p> <p>7 secured additional generation to meet customer</p> <p>8 demand during high peak periods". Can you</p> <p>9 tell me what additional generation was being</p> <p>10 referenced there?</p> <p>11 MS. DALLEY:</p> <p>12 A. Those would have been the industrial contracts</p> <p>13 that we had for interruptible supply.</p> <p>14 MR. O'BRIEN:</p> <p>15 Q. Okay, it was not referencing the new Holyrood</p> <p>16 CT?</p> <p>17 MS. DALLEY:</p> <p>18 A. No, the Holyrood CT is actually inside, so it</p> <p>19 talks about the fact that it's in progress, I</p> <p>20 believe.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Okay, I was just wondering in terms of that.</p> <p>23 In terms of the next two bullets, "We're</p> <p>24 committed to getting information and updates</p> <p>25 on interruptions and outages to you as quickly</p>	<p>1 MR. O'BRIEN:</p> <p>2 Q. I take it from these statements that they</p> <p>3 speak to Hydro's sort of pledge to its</p> <p>4 customers to be proactive and provide more</p> <p>5 information, is that fair?</p> <p>6 MS. DALLEY:</p> <p>7 A. That's the intention, yes.</p> <p>8 MR. O'BRIEN:</p> <p>9 Q. And you had mentioned the March 4th outages.</p> <p>10 I wonder if we could pull up Information 29</p> <p>11 there. I did want to ask you a couple of</p> <p>12 questions about that.</p> <p>13 MS. DALLEY:</p> <p>14 A. Sure.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Ms. Dalley, I really just want to focus on</p> <p>17 some of your comments as part of the</p> <p>18 leadership team of Hydro as it pertains to</p> <p>19 some of the comments of - your comments on</p> <p>20 some of Liberty's consulting statements in</p> <p>21 this report. You've had a chance to review</p> <p>22 this report, I take it?</p> <p>23 MS. DALLEY:</p> <p>24 A. Yes, I would have when it was issued.</p> <p>25 MR. O'BRIEN:</p>
<p>Page 90</p> <p>1 as possible". The last bullet there, "We will</p> <p>2 inform you in advance if there are significant</p> <p>3 changes in our generation supply", at that</p> <p>4 point in time were you considering the CT as</p> <p>5 part of your generation supply?</p> <p>6 MS. DALLEY:</p> <p>7 A. Again I'd have to confirm the timing, but I</p> <p>8 don't believe that the combustion turbine</p> <p>9 would have been on the system at that time.</p> <p>10 MR. O'BRIEN:</p> <p>11 Q. It was not on the system, I don't think, until</p> <p>12 late on in 2015.</p> <p>13 MS. DALLEY:</p> <p>14 A. Sorry, did you say later 2015?</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. No, later on in 2015.</p> <p>17 MS. DALLEY:</p> <p>18 A. Okay, yes, it was in January, some time in</p> <p>19 January.</p> <p>20 MR. O'BRIEN:</p> <p>21 Q. Okay, and would you have - once the CT was in</p> <p>22 place, would you have considered it on the</p> <p>23 system as part of your generation supply?</p> <p>24 MS. DALLEY:</p> <p>25 A. Yes.</p>	<p>Page 92</p> <p>1 Q. I wonder if we could turn to page 8 of the</p> <p>2 report. About half way down, there's a bunch</p> <p>3 of different actions, specific actions that</p> <p>4 could have been taken, and in retrospect</p> <p>5 probably should have been taken, but were not,</p> <p>6 includes, so Liberty has listed a number of</p> <p>7 actions that Hydro could have taken over this</p> <p>8 time frame, and I think part of them refer to</p> <p>9 or at least deal with communications with</p> <p>10 customers as well. I want to see if you agree</p> <p>11 with me on those. The first one there, "Given</p> <p>12 the system could not survive an N-1 event,</p> <p>13 emergency notifications might have been made</p> <p>14 at 5:24 when it was learned that Unit 1 would</p> <p>15 not be available". Do you understand Liberty</p> <p>16 to be talking about notifications to customers</p> <p>17 at that point?</p> <p>18 MS. DALLEY:</p> <p>19 A. Just give me a second, I'm going to read above</p> <p>20 that.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Yes, sure, we can scroll up a bit if you like</p> <p>23 there.</p> <p>24 MS. DALLEY:</p> <p>25 A. That's okay. Yes, I would say -</p>

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<p>1 MR. O'BRIEN: 2 Q. It might help you, the second line. 3 MS. DALLEY: 4 A. Yes, I would say that. 5 MR. O'BRIEN: 6 Q. Okay, and if we do look under point 4, 7 "Operators often find themselves in 8 challenging situations with limited time, and 9 sometimes limited information with which to 10 make important decisions. No utility person 11 wants to be in the position of having to open 12 the switch on customers". 13 MS. DALLEY: 14 A. That's right. 15 MR. O'BRIEN: 16 Q. And as we go through a number of these points 17 here that Liberty has indicated, I think 18 reference some of that thought process, is 19 that fair? 20 MS. DALLEY: 21 A. I would say, yes. 22 MR. O'BRIEN: 23 Q. And I wanted to ask you on that particular 24 day, or that particular morning, when would 25 you have first learned that there was some</p>	<p>1 been notified prior to you? 2 MS. DALLEY: 3 A. No, there was not. 4 MR. O'BRIEN: 5 Q. And do you have a notification tree, so to 6 speak, when it comes to that? 7 MS. DALLEY: 8 A. Yes, we do. 9 MR. O'BRIEN: 10 Q. And how does that work? 11 MS. DALLEY: 12 A. It depends on the magnitude of the event, but 13 that morning the system operations supervisor 14 called me. Typically, what would happen, and 15 I'm not positive about this, but I believe 16 that morning it happened concurrently was the 17 system on-call individual would contact the 18 communications on-call. 19 MR. O'BRIEN: 20 Q. And the next bullet there, "The failure of the 21 new CT to start at 0612 could have 22 precipitated an activation of the emergency 23 plan". Again nobody would have contacted you 24 immediately following that affair? 25 MS. DALLEY:</p>
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<p>1 concern with respect to availability of power 2 or possible outages that morning? 3 MS. DALLEY: 4 A. Again I spoke to this, I believe, in some 5 detail. 6 MR. O'BRIEN: 7 Q. Right. 8 MS. DALLEY: 9 A. At the previous inquiry proceedings. It would 10 have been 7:18 a.m. 11 MR. O'BRIEN: 12 Q. And that would have been, as we go through 13 some of these lists, a number of hours after 14 Liberty suggests that some notification might 15 have been considered? 16 MS. DALLEY: 17 A. Yeah, if they're starting their thought 18 process at 5:24. 19 MR. O'BRIEN: 20 Q. Right, we're talking almost two hours here 21 before you would have been notified? 22 MS. DALLEY: 23 A. That's right. 24 MR. O'BRIEN: 25 Q. Is there anyone in your group that would have</p>	<p>1 A. That's right. 2 MR. O'BRIEN: 3 Q. Yeah, and in terms of - I'm not going to go 4 through each one of those, but in terms of the 5 notification, has Hydro put in place - we 6 talked about this sort of notification tree. 7 Has Hydro put in place any changes since March 8 4th to deal with the concerns that Liberty has 9 raised about notification to customers? 10 MS. DALLEY: 11 A. I think there's two-fold, and I just spoke 12 about the communications on-call, about the 13 communications on-call and the communication 14 to the operations folks about who was on call 15 has now been implemented. So we align the 16 communications on-call with the operational 17 on-call, so they both take call at Wednesdays 18 at noon, and notification goes out to 19 essentially our corporate emergency response 20 program participants, as well as, I think, it 21 goes to the - there's a power outage list as 22 well, advising that this is who the system on- 23 call is, and this is who the communications 24 on-call is, so now that interface is direct to 25 them. That said, the communications on-call</p>

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<p>1 that morning would have been aware of this</p> <p>2 about two minutes after I, but I spoke to her.</p> <p>3 She was my first call as well.</p> <p>4 MR. O'BRIEN:</p> <p>5 Q. She was your first call.</p> <p>6 MS. DALLEY:</p> <p>7 A. It was a very - there was a very quick</p> <p>8 notification that morning once we were aware.</p> <p>9 MR. O'BRIEN:</p> <p>10 Q. So in terms of the timeline, though, between 5</p> <p>11 o'clock and 7 o'clock, is there any changes</p> <p>12 that Hydro has made to ensure that a two hour</p> <p>13 gap doesn't go between communications?</p> <p>14 MS. DALLEY:</p> <p>15 A. I think those processes are now being covered</p> <p>16 off within the daily system operations</p> <p>17 meeting, and the call is being made from the</p> <p>18 system on-call to the communications on-call,</p> <p>19 so the two of those - I will say that we</p> <p>20 haven't experienced naturally an event of this</p> <p>21 magnitude at the other side, but we've seen</p> <p>22 risks on the system that would have</p> <p>23 precipitated an event like this, in which case</p> <p>24 we have been involved. We also have a series</p> <p>25 of equipment advisories and processes that</p>	<p>1 have in place. So we have some fairly</p> <p>2 structured protocols now that wouldn't have</p> <p>3 been in place previously, which provide</p> <p>4 detailed guidance around that, the joint</p> <p>5 outage protocol which we have in place with</p> <p>6 Newfoundland Power. As well as now we have a</p> <p>7 series of, for lack of a better word, and I</p> <p>8 think I spoke about this at the outage</p> <p>9 proceedings as well, preemptive advisory,</p> <p>10 which gives customers the insight that there</p> <p>11 is a risk on the system which they wouldn't</p> <p>12 have had previously. So if we have a main</p> <p>13 transmission line coming into the Avalon taken</p> <p>14 out of service for maintenance or repair, we</p> <p>15 would advise customers of that. There is some</p> <p>16 discretion within the advisories. You know,</p> <p>17 for example, if you have a beautiful sunny day</p> <p>18 and it's the middle of summer, and load is not</p> <p>19 an issue, we may not provide that advisory to</p> <p>20 customers. However, if it's, you know,</p> <p>21 approaching hurricane and a line is out, we</p> <p>22 would have a tendency to advise them.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. So in terms of those changes, were they made</p> <p>25 subsequent to the March 4th incident?</p>
<p>Page 98</p> <p>1 we've put in place as well. So there's</p> <p>2 typically advisories - probably not the right</p> <p>3 word, but internally communications are</p> <p>4 apprised is probably a better way to put it</p> <p>5 during those system meetings, but also on a</p> <p>6 routine basis if a piece of equipment is taken</p> <p>7 off the system, that would precipitate</p> <p>8 something like this.</p> <p>9 MR. O'BRIEN:</p> <p>10 Q. You're apprised right off the bat if that's</p> <p>11 going to happen?</p> <p>12 MS. DALLEY:</p> <p>13 A. Yeah, it's a notification that goes to the</p> <p>14 appropriate lists.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Let me ask you in terms of that then, if</p> <p>17 you're advised, who makes the call in terms of</p> <p>18 communication to the customers? Is that a</p> <p>19 joint call between you and Mr. Henderson or is</p> <p>20 that your call?</p> <p>21 MS. DALLEY:</p> <p>22 A. I would say that it depends, however, because</p> <p>23 the senior communications advisor is</p> <p>24 responsible for - Hydro also has, I guess,</p> <p>25 oversight on the communication protocols we</p>	<p>Page 100</p> <p>1 MS. DALLEY:</p> <p>2 A. The equipment advisories, I'd have to check, I</p> <p>3 believe it was after the March 4th incident.</p> <p>4 MR. O'BRIEN:</p> <p>5 Q. Okay.</p> <p>6 MS. DALLEY:</p> <p>7 A. I'm getting a nod from someone in the</p> <p>8 audience, so that's very helpful. I like a</p> <p>9 visual -</p> <p>10 MR. O'BRIEN:</p> <p>11 Q. I believe it was as well, but I wanted to make</p> <p>12 sure.</p> <p>13 MS. DALLEY:</p> <p>14 A. Yeah.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Okay. I did also want to ask you, and before</p> <p>17 this goes out of my mind, we talked about the</p> <p>18 cost of the winter readiness plan, and I</p> <p>19 wonder is that included in the - this is the</p> <p>20 \$440,000.00 that we were talking about. Is</p> <p>21 that included in either revenue requirement</p> <p>22 for 2014 or 2015?</p> <p>23 MS. DALLEY:</p> <p>24 A. No.</p> <p>25 MR. O'BRIEN:</p>

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1 Q. Okay. The next page, page 9 of this report, I
 2 just wanted to get your comments on Item 6
 3 there, "Hydro was not well prepared for an
 4 emergency at this particular time of day". I
 5 won't read through it in total, but I wanted
 6 to get your comments. Liberty has indicated
 7 here that thinking on the part of management
 8 doesn't give respect to the fact emergencies
 9 can come at any hour. Can you give me your
 10 thoughts on that?

11 MS. DALLEY:

12 A. I think that's a stretch on the comments that
 13 were made around that situation. It was more
 14 of a reflection on the fact that, you know, at
 15 that typical - first of all, we expect outages
 16 at any time of day, and that's the nature of
 17 the business that we're in, and we expect that
 18 emergencies can happen at any time of day.
 19 The explanation that was given to Liberty was
 20 that this explains why it took 30 minutes that
 21 morning because people were dispersed versus
 22 our compatriots at Newfoundland Power luckily,
 23 to some degree for them, were mobilized in
 24 because they had an outage taking place at
 25 that time in the east end of St. John's. So

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1 you had people mobilized in their centre ready
 2 to respond versus, you know, to be honest,
 3 folks had to, you know, get someone else to
 4 bathe their child and get their computer up,
 5 etc. So it's a matter of minutes, it's not a
 6 matter of not being prepared for the response.

7 MR. O'BRIEN:

8 Q. Okay. If we can turn to the next - sorry,
 9 note 8 there on page 9, if we can scroll down,
 10 and the note starts with, "Hydro's initial
 11 designation of the March 4th event as a power
 12 warning rather than a power emergency does not
 13 reflect a sufficient appreciation of customer
 14 expectations. Newfoundland Power had already
 15 begun load shedding at that point". There's a
 16 comment here, and I just want to get your
 17 thoughts on that. If we scroll down the last
 18 two sentences of that page there, starting
 19 with, "Curiously Hydro's team viewed the event
 20 as a warning rather than an emergency, even
 21 though Hydro's system operations had already
 22 advised Newfoundland Power to begin load
 23 shedding". The fact that Newfoundland Power's
 24 communications personnel had this information
 25 before their Hydro counterparts evidence is a

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1 communication failure within Hydro", and I did
 2 want to ask you, not so much about the
 3 description of it as a power warning versus a
 4 power emergency, but the comments of Liberty
 5 here about a communication failure within
 6 Hydro. Is that something you can comment on?

7 MS. DALLEY:

8 A. I expect that what Liberty is referring to is
 9 there's a stream of information which happens
 10 into system operations - through system
 11 operations and then there's a communications
 12 link which happens between communications
 13 personnel, and then on the other side of that
 14 you've got communications personnel talking to
 15 system operations personnel within their
 16 respective utilities. What happens sometimes
 17 is information is shared and discussed in real
 18 time between the system operators, put it that
 19 way, and that information takes time to get
 20 translated back into the communications people
 21 and then out. So there is a disconnect in
 22 timing sometimes of minutes when you're in
 23 that situation, and that's what they would be
 24 referring to there. I discussed that during
 25 the outage inquiry process as well. One of

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1 the solutions which we had been discussing
 2 around that was taking - we developed a series
 3 of holding statements, I'll say, which is a
 4 common term in crisis and emergency response
 5 communications where you agree on a series of
 6 statements that you can put out very quickly
 7 that are generic in nature. So customers
 8 typically want to know that you know that the
 9 power is out, so it's very easy to craft and
 10 we worked with Newfoundland Power personnel
 11 and we crafted respective statements if we
 12 were in a situation like this, we can post
 13 this immediately to some degree to social
 14 media, and it essentially says, you know, the
 15 power is out and we're looking into it. What
 16 that does is it gives you enough time to get
 17 the appropriate people together to confirm the
 18 situation and confirm the facts. So the
 19 holding statements are a critical addition to
 20 our response because we no longer have the
 21 luxury of time and customer expectations to
 22 some degree, social media has eliminated that.
 23 Often customers are the ones telling us that
 24 the power is out versus the other way around.
 25 So that was a way of sort of curbing that.

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<p>1 The other piece, once we have that time, is to 2 confirm those facts and get alignment before 3 we push further information and subsequent 4 updates out to customers, and one of those 5 means was to have a joint call between the two 6 system operations leads and the two 7 communications leads to make sure everyone has 8 the same information.</p> <p>9 MR. O'BRIEN:</p> <p>10 Q. And in terms of - we spoke earlier about this 11 counsel Mr. Lye had spoke about. Are these 12 types of, like, internal communication issues 13 between - of everybody owning customer service 14 as a piece. Is that something that arose out 15 of the March 4th incidents at all, is it 16 something that there will be a renewed focus 17 on that?</p> <p>18 MS. DALLEY:</p> <p>19 A. I'm not sure I understand the link you're 20 tying to the question.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. I'm just trying to get an idea going forward 23 in terms of informing customers in terms of - 24 I got your piece in terms of the internal 25 communication.</p>	<p>1 try and, I'll say, educate and illuminate them 2 on is that what's important for customers is, 3 yes, that you're working on it, but what's 4 really critical is that they know you're 5 working on it, and they know what the problem 6 is. So there's certain parameters of 7 information that customers like to have, so we 8 try and deal with field staff to say here's 9 what we need from you. That would be routine 10 as well as exceptional situations where we 11 would ask for them to promptly provide us with 12 that information inside the processes that 13 we've developed.</p> <p>14 MR. O'BRIEN:</p> <p>15 Q. Okay, all right, I wonder if we can turn then 16 to the next line. One of the other areas, 17 when we looked at PUB-379, where your time, 18 Ms. Dalley, has increased over 2014 to 2015 is 19 with respect to continued GRA activities from 20 a stakeholder engagement perspective and a 21 public relations perspective. We saw that in 22 our list. I wonder can you talk about first 23 off, I guess, what your role would be in a 24 general rate application itself? Like, in 25 this particular one, let's say, what type of</p>
<p style="text-align: right;">Page 106</p> <p>1 MS. DALLEY:</p> <p>2 A. Right.</p> <p>3 MR. O'BRIEN:</p> <p>4 Q. And then is there a piece then that sort of 5 now we're talking about everybody owning 6 customer communications as well? Will those 7 two merge?</p> <p>8 MS. DALLEY:</p> <p>9 A. We would have looked at that from a process 10 perspective is the best way to describe it, 11 Mr. O'Brien, where we would have gone back 12 inside our internal outage protocols. We 13 certainly do do what I would say education 14 sessions with our field staff on the 15 importance of customer communications. Our 16 senior communications advisor has met with 17 various field staff, and that's common amongst 18 utilities that we've talked to, other 19 utilities that have run operations campaigns 20 out into their field staff to make sure they 21 get frequent updates. We've also spoken with 22 Newfoundland Power on similar challenges that 23 we face where crews are responsible to the 24 situation, so their priority in the moment is 25 to respond to the situation at hand. What we</p>	<p style="text-align: right;">Page 108</p> <p>1 role did you play?</p> <p>2 MS. DALLEY:</p> <p>3 A. It would be in reviewing the initial 4 submissions. If there are aspects of the rate 5 application which pertain to customer service, 6 conservation, demand, management, or 7 communications for that matter, it would be 8 sometimes developing, sometimes reviewing that 9 information, depending on what it is. When it 10 comes to the process of a filing itself, it 11 would be just ensuring that the appropriate 12 communications has been put in place to 13 customers. From a regulatory perspective, 14 making sure people are informed. From a 15 government perspective, making sure that the 16 shareholder is informed of our activities. 17 Then once we're into the process itself, it 18 would be very similar to others. If there are 19 RFIs which are specifically related to areas 20 of my accountability, I would be again either 21 responsible for having those created or 22 creating them, depending on what the issue is.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. Okay, and in terms of - well, let's look at 25 the piece that involves government engagement,</p>

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<p>1 I guess, and that sort of thing. Would you 2 have been involved - prior to October of 2011 3 when you came into this particular role you're 4 in now, would you have been involved in 5 discussions with government about the general 6 rate application or moving forward with a 7 general rate application? Do you have any 8 recollection of discussions? 9 MS. DALLEY: 10 A. No. 11 MR. O'BRIEN: 12 Q. And when would you have first had any 13 discussion with government yourself on Hydro's 14 GRA, the 2013 or the 2014 one? 15 MS. DALLEY: 16 A. I wouldn't be able to point to a specific day 17 on that, Mr. O'Brien. In the course of normal 18 operations, if we were filing the general rate 19 application, at some point we would have - I 20 may have indicated in a phone call that we 21 were preparing to file. I don't have 22 something specific. 23 MR. O'BRIEN: 24 Q. Well, let's talk about, I guess, when you came 25 into this role in 2011, Hydro's last general</p>	<p>1 status of it, that kind of interaction. 2 MR. O'BRIEN: 3 Q. I'm just trying to get a flavour for the 4 interaction with you in your role with 5 government relations as to the nature of your 6 interaction with government on these types of 7 things, on directions on when to file a GRA, 8 or directions on when not to file a GRA, that 9 kind of thing? 10 MS. DALLEY: 11 A. I would have no interaction of those topics. 12 MR. O'BRIEN: 13 Q. No. 14 MS. DALLEY: 15 A. No. 16 MR. O'BRIEN: 17 Q. If we turn to Attachment 8 of this document, 18 there's a direction here to Hydro to file a 19 general rate application by June 30th of 2012. 20 This document is dated December 22nd, 2011. 21 Would you have had any involvement or 22 discussion with government over that? 23 MS. DALLEY: 24 A. No, it wouldn't have been anything of 25 significance. Again I may have been made aware</p>
<p>1 rate application had been in 2007. Were you 2 aware whether or not there was one in progress 3 at that point in late 2011 or being prepared? 4 MS. DALLEY: 5 A. Again you're asking me to reflect on my 6 awareness four years ago? 7 MR. O'BRIEN: 8 Q. Yes, that's what I'm asking, yes. 9 MS. DALLEY: 10 A. So I would expect that I was. 11 MR. O'BRIEN: 12 Q. Okay. There are a number of - if we can pull 13 up CA-NLH-024. This was a question asked, the 14 consumer advocate asked of Hydro just for a 15 list of directives, government directives that 16 have been taken into account by the Board in 17 this application. Would you be involved with 18 speaking with government on any sort of Orders 19 in Council or directives to Hydro? Is that 20 part of your role? 21 MS. DALLEY: 22 A. Depending on the issue, I may have facilitated 23 that. It wouldn't be directly responsible to 24 my areas of accountability, but I certainly 25 may have facilitated that or checked on the</p>	<p>1 that the action was being taken, and I would 2 have maybe seen a copy of it when it was 3 issued, but I wouldn't have been involved in 4 the development of that or discussions with 5 government around the topic itself. 6 MR. O'BRIEN: 7 Q. Okay, so you wouldn't have been involved with 8 discussions that we need to update our rates 9 here or bring forward our rates, so we need a 10 general rate application, or is this something 11 that just came from government, or can you 12 even answer that question? 13 MS. DALLEY: 14 A. I'm not even sure I can confidently answer 15 that. You're asking me to sort of speculate 16 retroactively on how that may have been 17 created, and I don't know. 18 MR. O'BRIEN: 19 Q. Okay. One of the other things, if we look at 20 Attachment 7, if we go back here, and just 21 scroll back another page, Ms. Gray, if we 22 could. This particular Order in Council would 23 have predated your - I think, predated your 24 new position. It seems to be August 23rd, 25 2011, and this is an Order in Council dealing</p>

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<p>1 with the debt guarantee fee. Would you have 2 had any role and discussions with government 3 prior to coming into your role now? Is that 4 part of your - 5 MS. DALLEY: 6 A. No. 7 MR. O'BRIEN: 8 Q. No. 9 MS. DALLEY: 10 A. Again I may have been aware that that was 11 happening, but I wouldn't have had any role. 12 MR. O'BRIEN: 13 Q. Ultimately, Hydro filed a generate rate 14 application in July of - sorry, end of June, 15 2013, is that, right, or July of 2013 that 16 ultimately was amended. Did you have any 17 discussion yourself with respect to the 18 initial sort of version of this rate 19 application? 20 MS. DALLEY: 21 A. I was on maternity leave at the time, so I'm 22 going to think that it wasn't of high interest 23 for me at the time. 24 MR. O'BRIEN: 25 Q. I can't imagine. Would anyone in your shop, I</p>	<p>1 have been Mr. Sturge, it could have been Mr. 2 Martin. 3 MR. O'BRIEN: 4 Q. Okay, all right, and there were a number of - 5 between, I guess, 2012, the one we looked at 6 there earlier, and 2013, there were a number 7 of directions from government to file a 8 general rate application that kept sort of 9 getting pushed down the road. Were you 10 involved with any discussions with government 11 about the need for Hydro to come in? 12 MS. DALLEY: 13 A. It would be the same answer. 14 MR. O'BRIEN: 15 Q. Yeah, and what is that? 16 MS. DALLEY: 17 A. Which is not at a substantive level. Again my 18 role generally is to facilitate these 19 discussions, not to actually drive the 20 discussions. Those would be handled by what I 21 would argue are the subject experts in that 22 case who would be providing information to 23 government and vice versa. 24 MR. O'BRIEN: 25 Q. And those are the people in the line of</p>
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<p>1 guess, have been part of discussions? Mr. 2 King wasn't in his position at that time. 3 MS. DALLEY: 4 A. No. I expect it would have been handled 5 within the line of business. 6 MR. O'BRIEN: 7 Q. Okay. 8 MS. DALLEY: 9 A. At the subsidiary level, but again I don't 10 know how that would have unfolded. 11 MR. O'BRIEN: 12 Q. And the reason I ask you is more that Mr. 13 Henderson wouldn't have been in the position 14 for very long at that time when the initial 15 application - his position, when the initial 16 application was filed, and he seemed to think 17 that if there was anyone to have a discussion, 18 it might be you, but you were on maternity 19 leave, so it wasn't you. 20 MS. DALLEY: 21 A. He wasn't tracking my whereabouts at the time. 22 MR. O'BRIEN: 23 Q. He wasn't tracking your whereabouts. 24 MS. DALLEY: 25 A. No, and, you know, I expect again that could</p>	<p>1 business? 2 MS. DALLEY: 3 A. Well, or the support department, depending on 4 the issue. 5 MR. O'BRIEN: 6 Q. And that could be regulatory, could be - 7 MS. DALLEY: 8 A. Could be, yeah. You know, it's - 9 MR. O'BRIEN: 10 Q. If we're talking specifically about rate 11 application, I presume that's - 12 MS. DALLEY: 13 A. Typically, we would have regulatory and 14 finance have those discussions with 15 government. 16 MR. O'BRIEN: 17 Q. Okay, all right. Mr. Chair, I guess, we're at 18 11:00. We can take our break. 19 CHAIRMAN: 20 Q. Okay. 21 (BREAK - 11:00 A.M.) 22 (RETURN - 11:33 A.M.) 23 CHAIRMAN: 24 Q. Sir, we are back to you. 25 MR. O'BRIEN:</p>

<p style="text-align: right;">Page 117</p> <p>1 Q. Thank you, Mr. Chair. I think where we left 2 off earlier, we were talking, Ms. Dalley, 3 about your involvement or whether you had any 4 involvement with the initial GRA filing in 5 terms of any discussions with government, and 6 I understood that from your answers that you 7 were on maternity leave when the filing got 8 put in, is that right? 9 MS. DALLEY: 10 A. Yes. 11 MR. O'BRIEN: 12 Q. Okay. Did you have any - let me ask you in 13 terms of any discussions about the Order in 14 Council with respect to the RSP distribution 15 of the load variation surplus, would you have 16 any involvement in discussions with government 17 on that? 18 MS. DALLEY: 19 A. No. Again I would say that I was generally 20 aware that that was happening, but I wouldn't 21 have been involved in the discussions. 22 MR. O'BRIEN: 23 Q. And the reason I ask really is because part of 24 the order in council dealing with that is a 25 methodology approach of a direct rebate versus</p>	<p style="text-align: right;">Page 119</p> <p>1 MR. O'BRIEN: 2 Q. Right. 3 MS. DALLEY: 4 A. I just don't recall a specific time when I 5 shared that or a meeting related to that 6 specifically. 7 MR. O'BRIEN: 8 Q. Okay. 9 MS. DALLEY: 10 A. But to be fair, it wouldn't be surprising that 11 I would have shared something like that 12 because there is a significant process and 13 practical - you know, very pragmatic impact 14 around implementing something like that. 15 MR. O'BRIEN: 16 Q. Okay, so it's something you figure would be in 17 your mind and be something worth discussing, 18 you just don't have a memory of when and with 19 who? 20 MS. DALLEY: 21 A. No, not to point to specifics, I wouldn't have 22 that. 23 MR. O'BRIEN: 24 Q. Did you, yourself, make any recommendations to 25 anyone at Hydro or anyone in government about</p>
<p style="text-align: right;">Page 118</p> <p>1 an adjustment in rates, and I didn't know 2 whether that would touch on your role for 3 customer service, whether or not you would 4 have any discussions about that being a 5 consideration of a direct rebate? 6 MS. DALLEY: 7 A. Again we would have had discussions internally 8 about the impact of that and what that meant 9 from a customer service perspective, the same 10 discussions we would have shared with 11 Newfoundland Power related to that impact, but 12 I don't recall having any specific discussions 13 around that with government. 14 MR. O'BRIEN: 15 Q. Okay, and so in terms of customer impact, 16 would you have had discussions internally 17 about the practicalities of how to do that 18 type of a rebate, and would that have - if so, 19 would that have been brought up with 20 government in terms of any discussions? 21 MS. DALLEY: 22 A. I'm searching my mind because it strikes me 23 that the complexities of that would have been 24 something that, to be frank, I would have 25 thought to share.</p>	<p style="text-align: right;">Page 120</p> <p>1 how to do that distribution? 2 MS. DALLEY: 3 A. Prior to the actual implementation? 4 MR. O'BRIEN: 5 Q. Order in Council, yes. 6 MS. DALLEY: 7 A. No. 8 MR. O'BRIEN: 9 Q. So in terms of the 2013 filing of the GRA, 10 would you have had involvement - based on your 11 earlier testimony, I got the impression that 12 you might have had some involvement with the 13 three areas you're talking about here today, 14 and perhaps the costs surrounding those three 15 areas. Would you have had any involvement 16 with that, the preparation of the - the 17 evidence that you're testifying to today, 18 would you have had involvement with that 19 preparation with the 2013 filing? 20 MS. DALLEY: 21 A. I'm trying to think of the timelines. I would 22 have gone on maternity leave in the middle of 23 March. 24 MR. O'BRIEN: 25 Q. Okay.</p>

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1 MS. DALLEY:
 2 A. Around that time, so things that would have
 3 been done up to that point, I would have, but
 4 anything after that, I wouldn't have.
 5 MR. O'BRIEN:
 6 Q. Okay. I understood from Ms. Russell's
 7 testimony that there might have been something
 8 in progress in terms of a filing back in 2012.
 9 Would you have been involved with preparations
 10 in that?
 11 MS. DALLEY:
 12 A. Typically, I am, so the answer to that, I
 13 would expect, without again recalling specific
 14 dates and times because of the timeframe
 15 you're talking about, four years ago, but,
 16 yes, when we're developing GRAs, as I said
 17 earlier, I am involved in the development of
 18 the evidence as it relates to my areas.
 19 MR. O'BRIEN:
 20 Q. Okay, so any changes from, say, March of 2013
 21 until the actual filing, you wouldn't have
 22 been involved with making any of those changes
 23 or making any recommendations on changes?
 24 MS. DALLEY:
 25 A. You mean, the filing in June or July?

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1 MR. O'BRIEN:
 2 Q. Yes.
 3 MS. DALLEY:
 4 A. No.
 5 MR. O'BRIEN:
 6 Q. That's a "no", is it?
 7 MS. DALLEY:
 8 A. Yes, that's what I said earlier.
 9 MR. O'BRIEN:
 10 Q. And in terms of RFIs, answering RFIs arising
 11 out of that process, you were on maternity
 12 leave from March 2013 until when?
 13 MS. DALLEY:
 14 A. I returned sometime in September.
 15 MR. O'BRIEN:
 16 Q. Okay. So RFIs weren't asked, I don't think,
 17 until in the fall, so you would have been
 18 involved with responding to RFIs then?
 19 MS. DALLEY:
 20 A. Yes.
 21 MR. O'BRIEN:
 22 Q. Okay. If we go along from 2013 into 2014, and
 23 the decision made to amend the GRA filing in
 24 or around June of 2014, were you involved with
 25 any discussions with Hydro leadership team

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1 about that decision?
 2 MS. DALLEY:
 3 A. I was aware of why we were making the
 4 decisions we were making, and so I would have
 5 been involved in the discussions from a, you
 6 know, to be kept informed perspective.
 7 MR. O'BRIEN:
 8 Q. Okay, and were you involved with facilitating
 9 any discussions with government at that time?
 10 MS. DALLEY:
 11 A. Not that I can recall.
 12 MR. O'BRIEN:
 13 Q. By this point in time, would Mr. King have
 14 been involved in his role in June of 2014?
 15 When did he come into -
 16 MS. DALLEY:
 17 A. No, he started in September of 2014.
 18 MR. O'BRIEN:
 19 Q. Would there have been anyone else involved
 20 with liaising sort of between government -
 21 MS. DALLEY:
 22 A. There may have been. As I spoke earlier, not
 23 all interactions with government. As a matter
 24 of fact, I would expect there are a number of
 25 interactions. Some of them we are made aware

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1 of. We know that happened on a regular basis
 2 in other areas of the company that we are not
 3 aware of. So I can't speak definitively to
 4 that because I don't monitor every call and
 5 every email and every transaction with
 6 government, but I do know that they happen
 7 frequently.
 8 MR. O'BRIEN:
 9 Q. Do you recall any presentations made to
 10 government or meetings to government
 11 specifically arising out of the decision to
 12 amend the GRA filing?
 13 MS. DALLEY:
 14 A. I don't recall anything specifically. Again I
 15 will put a comma after that, but that doesn't
 16 mean that it didn't happen.
 17 MR. O'BRIEN:
 18 Q. I understand that.
 19 MS. DALLEY:
 20 A. Okay.
 21 MR. O'BRIEN:
 22 Q. In terms of the 2014 filing then, you would
 23 have prepared the evidence that you're - or
 24 would have been part of the preparation of the
 25 evidence that you're sponsoring here today?

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<p>1 MS. DALLEY: 2 A. Yes. 3 MR. O'BRIEN: 4 Q. And do you recall that there was a bit of a 5 time lag there between June of 2014 and 6 November when there was an actual filing, did 7 you have any discussions with government about 8 getting a new Order in Council to amend the 9 old one? 10 MS. DALLEY: 11 A. Same answer, Mr. O'Brien, I don't recall 12 specifically, but that doesn't mean that those 13 discussions didn't occur. 14 MR. O'BRIEN: 15 Q. Okay. Do you know if anybody in your group or 16 if Mr. King, say, would have had discussions 17 on that? 18 MS. DALLEY: 19 A. I can't comment specifically. He may or may 20 not have. Again I don't monitor his calls, 21 his emails, and his discussions, but I expect 22 if we were filing a general rate application, 23 he would have made government aware that we 24 were filing it, and what time frame, it would 25 depend on the state of readiness. Typically,</p>	<p>1 stakeholders, you know, if there were 2 amendments or changes, if there were media 3 inquiries related to the filing, if there were 4 information to be provided to, I guess, just 5 various stakeholders. 6 MR. O'BRIEN: 7 Q. And in - 8 MS. DALLEY: 9 A. As changes were anticipated, but I don't 10 recall specific items. 11 MR. O'BRIEN: 12 Q. So you're including - in the stakeholder, you 13 include customers, I believe, in your previous 14 testimony, is that fair? 15 MS. DALLEY: 16 A. Yes, they are. 17 MR. O'BRIEN: 18 Q. Okay, and would government be included in 19 stakeholder engagement piece as well? 20 MS. DALLEY: 21 A. Yes. 22 MR. O'BRIEN: 23 Q. And so going forward, you mentioned in terms 24 of any amendments, there were additional 25 applications for cost recovery in 2014 and</p>
<p>Page 126</p> <p>1 we try and get to a definitive state before we 2 provide any briefing to government on that, so 3 it would be somewhere in that time frame prior 4 to the actual filing we would have given them 5 an update. 6 MR. O'BRIEN: 7 Q. I wonder if we can go back to PUB-NLH-379, 8 down to page 2 of 3, line 23 there. We looked 9 at just some of the areas where your time 10 would increase from 2014 and 2015, if we come 11 down to line 26 to 27, the end of line 26 12 there and, "Continued GRA activities from a 13 stakeholder engagement perspective and 14 customer relations perspective". The 15 stakeholder engagement perspective going 16 forward then from 2014, fall of 2014 when the 17 GRA was filed, what involvement would you have 18 had going forward with respect to the GRA from 19 a stakeholder engagement perspective? 20 MS. DALLEY: 21 A. Once the GRA was filed? 22 MR. O'BRIEN: 23 Q. Yes, the amended GRA was filed. 24 MS. DALLEY: 25 A. If there were updates to be provided to</p>	<p>Page 128</p> <p>1 2015. Did you have any involvement with 2 facilitating discussions with government about 3 those? 4 MS. DALLEY: 5 A. Our group again, we would have ensured that 6 government were aware of the filings that we 7 were making, so we would have provided them 8 with, you know, our intention. Typically, the 9 process is we advise them in a timely manner 10 that we intend to make applications or 11 changes, and then we generally provide them 12 with a copy. If there's a requirement for 13 discussion, if things aren't clear, myself or 14 my group or Mr. King would have facilitated a 15 meeting. If we could have incorporated that, 16 oftentimes - again because we're meeting 17 regularly, we're able to incorporate updates 18 and information requests within the context of 19 the actual meetings. 20 MR. O'BRIEN: 21 Q. Okay, and - 22 MS. DALLEY: 23 A. That's usually a good avenue for us to cover 24 those items. 25 (11:45 a.m.)</p>

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<p>1 MR. O'BRIEN: 2 Q. In terms of those two applications, I guess, 3 the 2014 and 2015 cost deferral recovery 4 applications, those would have been initiated 5 by Hydro and you'd give updates to government, 6 is that how that goes? 7 MS. DALLEY: 8 A. Typically, yes. 9 MR. O'BRIEN: 10 Q. So it's not something that's generated by 11 government to suggest it to Hydro, it's the 12 other way around? 13 MS. DALLEY: 14 A. You mean with respect to getting information? 15 MR. O'BRIEN: 16 Q. No, with respect to actually proceeding with 17 the application, you'd let government know 18 what's your intent and what you're going to 19 do, that's - I believe that's what you 20 testified? 21 MS. DALLEY: 22 A. That's typically how it unfolds, yes. 23 MR. O'BRIEN: 24 Q. Okay. In terms of continued GRA activities 25 from, I guess, 2015, you're still involved</p>	<p>1 same numbers for that? 2 MS. DALLEY: 3 A. So it looks like an historical based forecast. 4 MR. O'BRIEN: 5 Q. Okay. 6 MS. DALLEY: 7 A. Which again I would have seen before this, but 8 that's an historical based forecast. 9 MR. O'BRIEN: 10 Q. So you would expect, though, in terms of 2016, 11 say, your GRA related activities to decrease, 12 I presume? 13 MS. DALLEY: 14 A. Yes. 15 MR. O'BRIEN: 16 Q. Would you expect other areas to increase to 17 capture that decrease? 18 MS. DALLEY: 19 A. I think when we look at the - one of the areas 20 which, you know, spending a significant amount 21 of time on, you know, working closely with 22 Tony, but the customer service strategy, in 23 particular, is an area of increased focus for 24 us. So I've been spending certainly a lot 25 more time on those strategies and the</p>
<p>Page 130</p> <p>1 obviously in some GRA activities. In the 2 context of your role, do you foresee that 3 changing at any point in terms of the future? 4 MS. DALLEY: 5 A. With respect to future GRAs? 6 MR. O'BRIEN: 7 Q. Yes. 8 MS. DALLEY: 9 A. No, I would expect it would be the same. 10 MR. O'BRIEN: 11 Q. Okay. So for 2014, the hours that you would 12 have - go back to 228, PUB-228. In 2014, 13 we've got 971 hours charged in. I presume any 14 hours related to Hydro GRA would have no 15 relation to any other line of business, would 16 it? 17 MS. DALLEY: 18 A. No. 19 MR. O'BRIEN: 20 Q. So that would be encompassed in that 979 21 figure? 22 MS. DALLEY: 23 A. Yeah, the 979 is related to Hydro. 24 MR. O'BRIEN: 25 Q. Yeah, and why would 2015 and 2016 have the</p>	<p>Page 132</p> <p>1 activities that have subsequently been 2 generated from that, which would be something 3 that you wouldn't have seen previously. So we 4 have a series of activities that we have 5 advancing over the next three to four years 6 from system upgrades to process improvement, 7 etc. So there's certainly an increased level 8 of activity there. On the CDM side, I mean, 9 there's a bit of give and take. There are 10 some new programs there, there's a lot of 11 program review happening, but that's certainly 12 within the context of what I would see a 13 normal operations. 14 MR. O'BRIEN: 15 Q. Okay, and if we can go back to 379 there, and 16 that follows through, I think, on the last two 17 items there; providing strategic support and 18 implementing and overseeing significant 19 communication efforts on these issues. Now 20 I'm not sure if that relates to the outage. 21 Perhaps you can tell me, "As well as providing 22 strategic support to planning and implementing 23 and overseeing significant communications 24 efforts on these issues", is that all issues 25 covered here? Maybe we can scroll up just to</p>

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<p>1 give you -</p> <p>2 MS. DALLEY:</p> <p>3 A. Yes, I mean, if not those, there likely will</p> <p>4 be others.</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. And the last bullet there, I think you're</p> <p>7 touching on customer service and the energy -</p> <p>8 MS. DALLEY:</p> <p>9 A. Yeah, we just spoke to that. I mean, in 2015,</p> <p>10 we did an update of the potential study in</p> <p>11 coordination with Newfoundland Power, and we</p> <p>12 also did the five year CDM plan and programs,</p> <p>13 so there's an increased level of effort as a</p> <p>14 result of those initiatives this year.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Right.</p> <p>17 MS. DALLEY:</p> <p>18 A. Once we get into regular programming, the</p> <p>19 implementation of programs next year would</p> <p>20 again be at a relatively solid staccato.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Okay, and so in terms of your hours then going</p> <p>23 forward, you figure that the 979 that's</p> <p>24 recorded would be a reasonable representation</p> <p>25 of the forecast going forward, or would you</p>	<p>1 MS. DALLEY:</p> <p>2 A. No, I wouldn't categorize it that way. I</p> <p>3 would categorize it as half of the time is</p> <p>4 spent directly on matters that are attributed</p> <p>5 directly to Hydro, as we discussed earlier</p> <p>6 when you asked about allocations.</p> <p>7 MR. O'BRIEN:</p> <p>8 Q. Right.</p> <p>9 MS. DALLEY:</p> <p>10 A. So there are many other matters that I deal</p> <p>11 with on a broader basis, which, you know -</p> <p>12 MR. O'BRIEN:</p> <p>13 Q. Which touch on Hydro?</p> <p>14 MS. DALLEY:</p> <p>15 A. Would be related to Hydro. You know, it's the</p> <p>16 same thing, if I go to a Nalcor leadership</p> <p>17 safety meeting, the perspective I am bringing</p> <p>18 is from the employees that I oversee, and 95</p> <p>19 percent of my employees are within Hydro.</p> <p>20 MR. O'BRIEN:</p> <p>21 Q. Okay.</p> <p>22 MS. DALLEY:</p> <p>23 A. So I bring that to the table, however, the</p> <p>24 time is attributed to Nalcor as, for lack of a</p> <p>25 better word, a shared leadership perspective</p>
<p>Page 134</p> <p>1 expect more involvement at your level going</p> <p>2 forward for Hydro?</p> <p>3 MS. DALLEY:</p> <p>4 A. My sense when I looked at that forecast,</p> <p>5 although it appeared to be historically based,</p> <p>6 was that based on the effort put forward in</p> <p>7 the last number of years and the work that I</p> <p>8 foresee coming in the next couple of years, I</p> <p>9 would see that as being reflective. I don't</p> <p>10 know what it is on a percentage basis, but</p> <p>11 it's about half -</p> <p>12 MR. O'BRIEN:</p> <p>13 Q. It's about half of -</p> <p>14 MS. DALLEY:</p> <p>15 A. Or so I think, yeah, give or take.</p> <p>16 MR. O'BRIEN:</p> <p>17 Q. And that's a fair reflection based on what -</p> <p>18 MS. DALLEY:</p> <p>19 A. It is of the - I mean, generally, I think</p> <p>20 that's fair.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. So you'd spend sort of half your time with</p> <p>23 Hydro related topics, I guess, or issues, and</p> <p>24 the other half on the other lines of business,</p> <p>25 or how would that work?</p>	<p>Page 136</p> <p>1 that benefits the parent company and all the</p> <p>2 subsidiaries, not just Newfoundland and</p> <p>3 Labrador Hydro.</p> <p>4 MR. O'BRIEN:</p> <p>5 Q. Right, okay. I wonder if we could turn to</p> <p>6 costs at this point. You had indicated</p> <p>7 earlier, Ms. Dalley, that you would be</p> <p>8 responsible for the budget of the units under</p> <p>9 you, and I presume in terms of the corporate</p> <p>10 relations costs that we see in the 2014 and</p> <p>11 2015 test year, that comes from your group, is</p> <p>12 that right?</p> <p>13 MS. DALLEY:</p> <p>14 A. Yes.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. Okay, and you have your annual budget. Do you</p> <p>17 expect any increases in costs into the</p> <p>18 2016/2017 year above what you've got in your</p> <p>19 2014/2015 year?</p> <p>20 MS. DALLEY:</p> <p>21 A. No, we would have anticipated what was in the</p> <p>22 test year requirements, the revenue</p> <p>23 requirements, was what we were working with.</p> <p>24 MR. O'BRIEN:</p> <p>25 Q. Okay. I wonder if we can bring up regulated</p>

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1 activities evidence, Schedule 1, Revision 1.
 2 I think we can make this one a little bit -
 3 here we go. So we see the operating expenses
 4 by functional area here, and under corporate
 5 services, we see corporate relations expenses,
 6 the last one before total corporate services.
 7 MS. DALLEY:
 8 A. Yeah.
 9 MR. O'BRIEN:
 10 Q. Sorry, I don't have a line number to point you
 11 to. So if we scroll up just a little bit, Ms.
 12 Gray, I just wanted to get a flavour there.
 13 So from 2007 actuals, we've got 5 million and
 14 change there, to 2015 test year, 7.5 million
 15 over there, so about 2.5 million or 50 percent
 16 sort of change in costs there. In one of the
 17 responses to the RFIs, there's an indication
 18 that's 35 percent over inflation?
 19 MS. DALLEY:
 20 A. Yes.
 21 MR. O'BRIEN:
 22 Q. Can you tell us why there's been such an
 23 increase over that period?
 24 MS. DALLEY:
 25 A. Yes, I can. So the delta on the change would

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1 be about 2.5 million.
 2 MR. O'BRIEN:
 3 Q. Right.
 4 MS. DALLEY:
 5 A. About a million of that is salaries and
 6 benefits on customer service. .7 would be
 7 salaries and benefits with respect to CDM
 8 staff, and \$800,000.00 of that were changes to
 9 taxation, which is a flow through that comes
 10 through the customer service budget.
 11 MR. O'BRIEN:
 12 Q. So that's your 2.5, okay, and you're satisfied
 13 that this 35 percent over inflation increase
 14 is an example of reasonable cost control?
 15 MS. DALLEY:
 16 A. Yes.
 17 MR. O'BRIEN:
 18 Q. Do you have any particular measures aimed at
 19 cost control under your heading?
 20 MS. DALLEY:
 21 A. So the efficiencies that we bring to the team,
 22 so whenever we do planing or any resource
 23 requirements, we look to accomplish that
 24 within the complement that we have. So the
 25 customer service team, for example, budget has

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1 remained relatively steady, excepting out
 2 salaries and benefits which are costs that are
 3 usually under collective agreements, the
 4 majority of them, which are negotiated outside
 5 of, I guess, to some degree our control.
 6 MR. O'BRIEN:
 7 Q. Right.
 8 MS. DALLEY:
 9 A. In other groups, but, you know, within the
 10 group itself, we're looking at expedited AMR
 11 measures. Right now, we've implemented AMR on
 12 an attrition base model. We are reevaluating
 13 to see that if there are increased
 14 deficiencies we can gain by expediting that
 15 process. We're also doing a number of
 16 technology changes, which again we will look
 17 at for resource efficiencies. Within customer
 18 service, it's a very small contact centre
 19 team, but we are looking at opportunities
 20 within that where we can - you know, if we
 21 can't - a good example is the call centre
 22 where we have to staff a certain period of
 23 time, so you need people there and people to
 24 answer the calls, and the volume of calls, but
 25 there may be means from a technology

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1 perspective when we look to self-service
 2 applications where if we can push the
 3 customers to other channels that are their
 4 preferred channels, then that may indeed allow
 5 us from a resource perspective to look at
 6 different staffing models that we can look at
 7 within that, but, you know, I mean, right now
 8 those are principle based things because until
 9 you get in and go at that, but from a
 10 principle perspective - I mean, three of us
 11 are here, you know, there's a consistent
 12 challenge around the requirement for new
 13 resources. The account management would be
 14 another principle on that. Had lots of
 15 discussion with Mr. Henderson about this,
 16 trying to see how we could efficiently bring
 17 that principle and that model and framework
 18 around what we were doing without increasing
 19 the complement. So could we do it without
 20 bringing on per se an account manager, and
 21 we've done that within the complement that we
 22 have. So, you know, as the business changes,
 23 we're looking at ways to streamline the
 24 resource requirements, or from a technology
 25 perspective, to stream work out of the

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1 business. You know, we'll have a new billing
 2 system, customer billing system, coming in the
 3 next couple of years. We expect again there
 4 will be opportunities around that for us to
 5 streamline some of those processes.
 6 MR. O'BRIEN:
 7 Q. On that last point there, the customer
 8 billing, when do you expect that new process
 9 to sort of -
 10 MS. DALLEY:
 11 A. It's an upgrade that's included in the JD
 12 Edwards, so when is the -
 13 MR. LYE:
 14 A. So the project is in the initiation stage, so
 15 it's just starting now. So to see that - I
 16 would say to be realistic, it could be
 17 anywhere from 12 to 18 months.
 18 MR. O'BRIEN:
 19 Q. Twelve to 18 months.
 20 MR. LYE:
 21 A. And that's really what you would call plus or
 22 minus whatever. I mean, that's - you know.
 23 MS. DALLEY:
 24 A. Yeah, it's a range.
 25 MR. O'BRIEN:

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1 Q. And in terms of the efficiencies you'd see
 2 coming out of that type of billing
 3 arrangement, can you elaborate on that?
 4 MR. LYE:
 5 A. Well, to Dawn's point, there's a lot of manual
 6 processes. You know, even the way that we
 7 would do, like, bill estimates, you know,
 8 cancels or re-bills, there would be
 9 opportunities to improve what takes blocks of
 10 time now multiplied by a number of iterations
 11 to bring that down with a new system. So what
 12 you're getting is you're getting productivity
 13 improvements.
 14 MR. O'BRIEN:
 15 Q. And one of the other areas Ms. Dalley had
 16 mentioned was the AMR. That's the automatic
 17 meter reading, is that right?
 18 MS. DALLEY:
 19 A. Yes.
 20 MR. O'BRIEN:
 21 Q. And in terms of - is that part of a program
 22 that's in place now of changing out meters?
 23 Can you just sort of give me a little bit more
 24 information that?
 25 MS. DALLEY:

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1 A. There is. So the way that was initially
 2 constructed was as a meter reader would submit
 3 their retirement, we would essentially AMR
 4 their area. So we would swap out the meters,
 5 put in the collectors, and then the meter
 6 reading position itself was no longer
 7 required. So that's what we've done to this
 8 point. It's a slow and steady approach to
 9 that, which again is cost effective because
 10 you're justifying it based on the positions,
 11 and Tony might know the exact numbers of meter
 12 readers. I think when we started, there's
 13 probably been about six retirements now from
 14 meter readers as a result of that.
 15 MR. LYE:
 16 A. Six, yeah.
 17 MS. DALLEY:
 18 A. So, you know - but that's a slow and steady.
 19 I don't know exactly when the last meter
 20 reader is slated to retire, but some time in
 21 the 2020s. So we're looking at ways that we
 22 can rationalize that along a continuum, so
 23 we're looking at technology improvements which
 24 have happened with AMR technology to this
 25 point. For example, we have a very remote

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1 area, so if we need to dispatch, for example,
 2 a crew to do a disconnect, that's a very
 3 costly proposition in some of our service
 4 territories, so we're looking right now at
 5 evaluating is it better for us to go with a
 6 two way disconnect system where we can
 7 disconnect remotely. That way we don't
 8 actually have to roll a crew. So there are
 9 efficiencies to be gained in that, but we're
 10 evaluating them now against the cost naturally
 11 because the benefit has to be there. The same
 12 thing from a safety perspective, you know,
 13 we've had - fortunately, with a very increased
 14 effort, a reduction in the number of safety
 15 incidents with our meter readers over the last
 16 couple of years, but we've also had some
 17 serious incidents with our meter readers, be
 18 it - and it's stuff that again Newfoundland
 19 Power would deal with, and I've gone out and
 20 walked the routes with our meter readers and
 21 crews, and pets, dogs, access issues, we've
 22 had meter readers bitten, we've had them in
 23 ICU, falling down in customer properties and
 24 areas that they wouldn't have seen. So that's
 25 a serious issue for us and AMR has the ability

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<p>1 to actually keep our workers safer by 2 technology, taking them out of the actual 3 role. So there's a lot of benefits to AMR 4 technology. We're actually looking at it now 5 as well for a load control pilot in Postville. 6 We're evaluating AMI technology that can 7 provide direct load control benefits. So we're 8 doing a pilot in Postville to see if it's 9 successful, a very high cost service 10 territory. You know, we're looking at - and 11 Barry can correct me, I think it's 10 12 kilowatts on peak.</p> <p>13 MR. BROPHY: 14 A. That's right.</p> <p>15 MS. DALLEY: 16 A. You know, that's the tipping point to putting 17 in a new engine in a diesel community, which 18 is highly expensive, so we're looking at 19 opportunities to do direct load control, bring 20 customers on board to that and have the 21 ability during those peak hours to just turn 22 off their hot water tank for that period of 23 peak time, which again defers the cost of, you 24 know, the expense of capital cost of adding an 25 engine. So there's opportunities like that</p>	<p>1 tell us what that involves, is it just 2 salaries - I understand there may be some FTEs 3 included in that?</p> <p>4 MS. DALLEY: 5 A. I would have to get the specific breakdown. I 6 don't have it in front of me, but I can 7 certainly get it for you. I do know that 8 there were two - I'm just not sure on the 9 timing of it. There were - a communications 10 position was transferred into Hydro, and an 11 additional one was added, and I believe that 12 was in - I'm not sure if that was 2014 or 13 2015.</p> <p>14 MR. O'BRIEN: 15 Q. I might be able to help you with that. I've 16 got a couple of RFIs that I can talk to you 17 about. I guess, first of all, would you be 18 responsible for determining the FTEs on an 19 annual basis in your group? How would that 20 work?</p> <p>21 MS. DALLEY: 22 A. No, the managers would be responsible, but we 23 would be in discussions about any FTE 24 complement that was required.</p> <p>25 MR. O'BRIEN:</p>
<p style="text-align: right;">Page 146</p> <p>1 that we're looking at on a frequent basis 2 which lead to cost reduction.</p> <p>3 (12:00 p.m.)</p> <p>4 MR. O'BRIEN: 5 Q. I wonder if we could look at NP-NLH-005.</p> <p>6 MS. GRAY: 7 Q. Revision 3?</p> <p>8 MR. O'BRIEN: 9 Q. Yes, please, and Table 2.13, which we'll have 10 to blow up a fair bit. I think this is the 11 salaries and benefits, and I won't spend much 12 time on that. I just did want to confirm, 13 based on what evidence I was given from other 14 witnesses, you wouldn't have any input, Ms. 15 Dalley, would you, in terms of salaries and 16 benefits for your team, that's all HR, is that 17 fair?</p> <p>18 MS. DALLEY: 19 A. That would be correct.</p> <p>20 MR. O'BRIEN: 21 Q. And in terms of the - if we scroll over to 22 2013 to the 2015 test year, there's a 23 \$700,000.00 increase there in salaries, and 24 the 2014 to 2015 test year is about 25 \$500,000.00 increase in salaries. Can you</p>	<p style="text-align: right;">Page 148</p> <p>1 Q. And how would those discussions go? I mean, 2 would you discuss with them whether or not 3 there's ways to avoid having to add FTEs, that 4 kind of thing?</p> <p>5 MS. DALLEY: 6 A. Absolutely.</p> <p>7 MR. O'BRIEN: 8 Q. And that happens on an annual basis?</p> <p>9 MS. DALLEY: 10 A. No, it happens annually, but it also happens 11 as we're doing work and resource planning 12 about the -</p> <p>13 MR. O'BRIEN: 14 Q. Okay.</p> <p>15 MS. DALLEY: 16 A. So from a work planning perspective, we would 17 have discussions about whether the work can be 18 handled within the existing complement and the 19 criticality of the work.</p> <p>20 MR. O'BRIEN: 21 Q. Okay.</p> <p>22 MS. DALLEY: 23 A. If a new position was proposed, we would have 24 discussions around alternative methods to 25 accomplish that work and is a resource</p>

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<p>1 required. The example I spoke to just a few 2 minutes ago, was a good example of that. As 3 we went into developing the account management 4 framework, we knew there was an extra level of 5 effort that would be required to put that 6 framework in place and have those discussions. 7 Did we feel that we could accomplish that 8 within the existing complement that we have by 9 adding it to someone else's duties, etc, and 10 we determined that we could share an existing 11 resource and put that in. There were a lot of 12 synergies to be had doing that.</p> <p>13 MR. O'BRIEN:</p> <p>14 Q. Okay, well, maybe if we can look at IC-NLH- 15 096, and this might help us with the FTES. 16 Attachment 1. So the corporate relations 17 block is the top block there, and this has 18 your three departments, I believe, corporate 19 communications shareholders, and then customer 20 service, and energy efficiency, is that right?</p> <p>21 MS. DALLEY:</p> <p>22 A. That's right.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. So if we scroll over then to the actuals and 25 the forecast, the forecast for 2014 and 2015</p>	<p>1 related. In the past, those have been 2 positions that have had some, what I would 3 say, are functional requirements within 4 Nalcor, so you have a shared service team. 5 They would have line of business 6 accountabilities, but they would also have 7 some shared functional things that span across 8 Nalcor. As we've evolved, that is no longer 9 the case. We've shifted the Hydro 10 communications team members to be solely 11 Hydro. So 100 percent of their work is 12 related to Hydro, they have no shared 13 responsibilities with any other team.</p> <p>14 MR. O'BRIEN:</p> <p>15 Q. Okay.</p> <p>16 MS. DALLEY:</p> <p>17 A. So what you're seeing is an amalgamation of 18 pieces of a variety of people being 19 consolidated into clear roles with clear 20 accountability for Hydro.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. And that's really where I was going. I think 23 I just wanted to see if that's what had 24 occurred, because I do note that there's a 25 decrease in charge ins from Hydro out to</p>
<p>Page 150</p> <p>1 for customer service - sorry, for corporate 2 communications and shareholders relations 3 appears to increase from 2014 to 2015 from 1 4 to 3, is that right?</p> <p>5 MS. DALLEY:</p> <p>6 A. That looks right.</p> <p>7 MR. O'BRIEN:</p> <p>8 Q. Okay, and can you give me an overview as to 9 what those individuals would be doing, what 10 type of role they would have? You were about 11 to speak about an increase in two individuals 12 and I didn't know if there was particular 13 roles that were created for those increases 14 under the corporate communications and 15 shareholders relations perspective?</p> <p>16 MS. DALLEY:</p> <p>17 A. I'm just looking for a good example because I 18 think I've spoken to some of this.</p> <p>19 MR. O'BRIEN:</p> <p>20 Q. Sure.</p> <p>21 MS. DALLEY:</p> <p>22 A. Page 10 of the evidence gives a fairly good 23 overview of what the activities are related 24 to, corporate communications. So they have 25 responsibility to - and they are solely</p>	<p>Page 152</p> <p>1 Nalcor, so that would make sense in terms of 2 what you're saying.</p> <p>3 MS. DALLEY:</p> <p>4 A. Right.</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. So we're looking at here - we're looking at an 7 increase in two FTES. Are we looking at two 8 individuals as opposed to two FTES?</p> <p>9 MS. DALLEY:</p> <p>10 A. That's right.</p> <p>11 MR. O'BRIEN:</p> <p>12 Q. Okay, all right, and those particular 13 individuals were already performing work for 14 Hydro under a Nalcor position?</p> <p>15 MS. DALLEY:</p> <p>16 A. That's right, yes.</p> <p>17 MR. O'BRIEN:</p> <p>18 Q. And in terms of corporate communications and 19 shareholders relations, do there remain any 20 individuals at Nalcor, apart from Mr. King, 21 say, who would perform roles?</p> <p>22 MS. DALLEY:</p> <p>23 A. So to be clear, Mr. King doesn't charge any 24 time to Nalcor.</p> <p>25 MR. O'BRIEN:</p>

<p style="text-align: right;">Page 153</p> <p>1 Q. Okay. I didn't know that, thank you.</p> <p>2 MS. DALLEY:</p> <p>3 A. It's a corporate resource across Nalcor and</p> <p>4 none of his time is coded to Hydro.</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. All right.</p> <p>7 MS. DALLEY:</p> <p>8 A. With respect to others, if there are, it would</p> <p>9 be very rare and it would be a situation. So</p> <p>10 for example, you would have seen, I believe,</p> <p>11 in the January supply disruptions, a very</p> <p>12 limited amount of time under our corporate</p> <p>13 emergency response where we would have had</p> <p>14 others from other lines of business</p> <p>15 essentially fold in. A lot of companies use</p> <p>16 contractors or other people for that. We just</p> <p>17 happened to have those services and skills</p> <p>18 available inside of Nalcor, so those people</p> <p>19 would have folded in and assisted with that</p> <p>20 response in those first four or five days.</p> <p>21 There would have been people who had some</p> <p>22 experience and would have been able to assist</p> <p>23 with the media or managing social media and</p> <p>24 monitoring interactions, things like that,</p> <p>25 during the response.</p>	<p style="text-align: right;">Page 155</p> <p>1 know, has been 18 months in the job and, you</p> <p>2 know, is here on the stand, so between the</p> <p>3 three of us here, but there's no new positions</p> <p>4 that I can recall.</p> <p>5 MR. O'BRIEN:</p> <p>6 Q. No, I didn't figure that.</p> <p>7 MS. DALLEY:</p> <p>8 A. So I'm expecting -- and when I was reviewing</p> <p>9 this material over the last couple of weeks,</p> <p>10 there were a number of -- and particularly</p> <p>11 between the year-over-year forecast, like</p> <p>12 there were a number of people that we had sick</p> <p>13 leaves, for example, and there was vacancy as</p> <p>14 a result of that and just it appeared the</p> <p>15 timing over the year. We brought another</p> <p>16 billing officer on for I think probably four</p> <p>17 or five months this year, Monica, with respect</p> <p>18 to assisting us in the data collection around</p> <p>19 the RSP refund, for example. So some of those</p> <p>20 would have gotten captured in here.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Would they have been captured though at the</p> <p>23 time -</p> <p>24 MS. DALLEY:</p> <p>25 A. Yeah, this was done in December, right.</p>
<p style="text-align: right;">Page 154</p> <p>1 MR. O'BRIEN:</p> <p>2 Q. Okay.</p> <p>3 MS. DALLEY:</p> <p>4 A. But again it's the exception by far, not the</p> <p>5 rule, and the guidance that we provide to the</p> <p>6 communications team, particularly the Hydro</p> <p>7 people, but also others, you know, it's a bit</p> <p>8 of firewalling around Hydro at this point. So</p> <p>9 there's two people that lead that effort and</p> <p>10 it's their job.</p> <p>11 MR. O'BRIEN:</p> <p>12 Q. And they're now in Hydro?</p> <p>13 MS. DALLEY:</p> <p>14 A. They are.</p> <p>15 MR. O'BRIEN:</p> <p>16 Q. And we see in the customer service heading</p> <p>17 here, a 32 to 34. Is that reflective sort of</p> <p>18 a net, based on some increases say in -- or</p> <p>19 decreases in the automatic meter reading area</p> <p>20 but increases in other areas? Is that</p> <p>21 something you can speak to or Mr. Lye can</p> <p>22 speak to?</p> <p>23 MS. DALLEY:</p> <p>24 A. Yeah, I'm just going to -- I'm sort of looking</p> <p>25 to both Tony and -- I know Tony has -- you</p>	<p style="text-align: right;">Page 156</p> <p>1 MR. O'BRIEN:</p> <p>2 Q. Yeah.</p> <p>3 MS. DALLEY:</p> <p>4 A. Yeah, so no, the last version that I saw would</p> <p>5 have had that in.</p> <p>6 MR. O'BRIEN:</p> <p>7 Q. Okay. All right. So in terms of -- but in</p> <p>8 terms of the 2014 and 2015, why we see a total</p> <p>9 -- and if we scroll back over to the left</p> <p>10 there, we can see it just indicates the total</p> <p>11 for the corporate relations -- just the</p> <p>12 corporate relations total and we scroll back,</p> <p>13 we see a 39 to a 43. So there's an increase</p> <p>14 on four FTEs. Is it your evidence that that's</p> <p>15 not actually increased positions? And I might</p> <p>16 be able to help you in terms of referring to -</p> <p>17 - if we can refer to 2.57 of the evidence.</p> <p>18 There is a little bit of a discussion there in</p> <p>19 your evidence on that.</p> <p>20 MS. DALLEY:</p> <p>21 A. I've also -- yeah, and I would have asked for</p> <p>22 information over the last couple of weeks.</p> <p>23 MR. O'BRIEN:</p> <p>24 Q. Yeah, okay. So when we get to line two here</p> <p>25 and if we can scroll up, just to make sure</p>

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1 we're on the right heading for you, corporate
2 relations heading there.

3 MS. DALLEY:
4 A. Yes.

5 MR. O'BRIEN:
6 Q. So, we scroll down to line two, in 2015, there
7 were 43 operating FTES. So that corresponds
8 with what we just saw on the chart.

9 MS. DALLEY:
10 A. Yeah.

11 MR. O'BRIEN:
12 Q. An addition of four FTES over the 2007 actual.
13 So actually had 39 in 2007 and in 2014.

14 MS. DALLEY:
15 A. Right.

16 MR. O'BRIEN:
17 Q. "Normal salary increases over this period of
18 time contributed to the increase, as well as
19 an increase of .4 million associated with the
20 additional FTES. The change includes a
21 reduction in FTES through the implementation
22 of the automatic metering or meter reading
23 through many areas of Hydro's rural services
24 territory, the transfer of FTES to Nalcor
25 offset by an increase in personnel associated

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1 with the energy efficiency program." So in
2 terms of -- I guess there's a couple of
3 questions I had there. The automatic meter
4 reading, from 2014 to 2015 was there a number
5 of individuals would have retired in that
6 period of time that were replaced with the
7 automatic meter reading?

8 MS. DALLEY:
9 A. So what happens typically with the automated
10 meter reading or automatic meter readings, we
11 would get notice from an employee that they
12 intend to retire. Sometimes we get generous
13 notice of that and sometimes we don't.

14 MR. O'BRIEN:
15 Q. Right.

16 MS. DALLEY:
17 A. So depending on where we are in the cycle with
18 the capital budget planning, the person may
19 indicate they're going to retire in two weeks,
20 but we need to prepare capital budget
21 submission under our capital program to file
22 that. So you'll see some offset there as we
23 bring in temporaries. So the person will
24 retire, we'll bring in a temporary. If we
25 have notice, we're able to sometimes plan

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1 that, but typically, I would say it's the case
2 almost exclusively we would have some lag in
3 that. So the positions themselves may not
4 have changed, but the -- you know, there is
5 someone completing that work until the actual
6 technology is implemented, at which time we
7 would release the temporary worker from our
8 employment.

9 (12:15 p.m.)

10 MR. O'BRIEN:
11 Q. Okay. So when it says the -

12 MS. DALLEY:
13 A. I just don't know the timing of those, you
14 know, those ins and outs.

15 MR. O'BRIEN:
16 Q. Would the reduction then in FTES through the
17 implementation of that program, that reduction
18 -- when this was prepared, it would have been
19 in the fall of 2014.

20 MS. DALLEY:
21 A. Yeah.

22 MR. O'BRIEN:
23 Q. So I guess you would have been forecasting a
24 reduction of four individuals. Can you give
25 me an undertaking just to provide -- just to

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1 confirm whether they have?

2 MS. DALLEY:
3 A. Absolutely.

4 MR. O'BRIEN:
5 Q. Yeah.

6 MS. DALLEY:
7 A. With respect to the meter readers?

8 MR. O'BRIEN:
9 Q. The meter readers.

10 MS. DALLEY:
11 A. Just for clarification.

12 MR. O'BRIEN:
13 Q. Yeah, for the meter readers on that.

14 MS. DALLEY:
15 A. Yeah. I mean, we have two areas, three areas
16 now which you would argue one would say was in
17 limbo, but the employees themselves are
18 retired or planning to retire.

19 MR. O'BRIEN:
20 Q. Right.

21 MS. DALLEY:
22 A. And we've got temporaries in some, not in
23 others, and the budget submissions themselves
24 are going to go in for 2017.

25 MR. O'BRIEN:

<p style="text-align: right;">Page 161</p> <p>1 Q. For 2017, okay.</p> <p>2 MS. GLYNN:</p> <p>3 Q. The undertaking is noted on the record.</p> <p>4 MR. O'BRIEN:</p> <p>5 Q. Thank you. And then the other area I wanted</p> <p>6 to ask about was the transfer of FTEs to</p> <p>7 Nalcor. What would they represent? I'm</p> <p>8 wondering if that is a typo.</p> <p>9 MS. DALLEY:</p> <p>10 A. So I -</p> <p>11 MR. O'BRIEN:</p> <p>12 Q. On the basis of your earlier evidence that it</p> <p>13 was a transfer from.</p> <p>14 MS. DALLEY:</p> <p>15 A. I'm doing a deep cognitive dive right now and</p> <p>16 I don't recall any FTEs transferred to Nalcor.</p> <p>17 It's -</p> <p>18 MR. O'BRIEN:</p> <p>19 Q. Can you give me an undertaking just to confirm</p> <p>20 that?</p> <p>21 MS. DALLEY:</p> <p>22 A. I will confirm that. There are FTEs going the</p> <p>23 other way.</p> <p>24 MR. O'BRIEN:</p> <p>25 Q. Okay.</p>	<p style="text-align: right;">Page 163</p> <p>1 filled.</p> <p>2 MR. O'BRIEN:</p> <p>3 Q. Okay. And I wanted to take you to another</p> <p>4 area, just in terms of -- we've got four FTEs</p> <p>5 discussed here and in that last RFI. There's</p> <p>6 another RFI that talks about FTEs for your</p> <p>7 area and I just wanted to get some</p> <p>8 clarification on it, and that's NP-NLH-228.</p> <p>9 So the question there is further to the</p> <p>10 response to a request for information NP-NLH-</p> <p>11 005, Attachment 1, asked to explain increase</p> <p>12 in corporate service salaries and benefits</p> <p>13 incurred by regulated Hydro from 2012 to 2013</p> <p>14 test year. If we go over to page three,</p> <p>15 there's a 2014-2015 analysis there.</p> <p>16 MS. DALLEY:</p> <p>17 A. Um-hm.</p> <p>18 MR. O'BRIEN:</p> <p>19 Q. Lines 15 to 16. Actually, why don't we start</p> <p>20 with line 11, approximately one million of the</p> <p>21 4.1 million is attributed to forecast increase</p> <p>22 in home base FTEs of -- and this is a</p> <p>23 discussion of other areas of 13.7, of which an</p> <p>24 increase of four were in project execution and</p> <p>25 technical services related to capital program.</p>
<p style="text-align: right;">Page 162</p> <p>1 MS. GLYNN:</p> <p>2 Q. Noted on the record.</p> <p>3 MR. O'BRIEN:</p> <p>4 Q. And in terms of the increase in personnel</p> <p>5 associated with the energy efficiency</p> <p>6 programs, how many personnel would have been</p> <p>7 involved there?</p> <p>8 MS. DALLEY:</p> <p>9 A. I think it's six on the team now. We would</p> <p>10 have had -- when we chose to do the industrial</p> <p>11 program review, it was the lead, the employee</p> <p>12 who was leading that effort left and went to -</p> <p>13 - assumed another person and that coincided</p> <p>14 with the timing of our review. So we held</p> <p>15 that vacancy open while we conducted the</p> <p>16 review and subsequently brought someone on in</p> <p>17 a temporary capacity to assist once the</p> <p>18 program became reenacted and now we're working</p> <p>19 that along with the account management role.</p> <p>20 MR. O'BRIEN:</p> <p>21 Q. Okay. So you did have one personnel increase</p> <p>22 in that area?</p> <p>23 MS. DALLEY:</p> <p>24 A. Yeah. I think that what you're seeing there</p> <p>25 is the vacancy that was held open then being</p>	<p style="text-align: right;">Page 164</p> <p>1 In addition, finance saw an increase of six,</p> <p>2 primarily related to finance restructure that</p> <p>3 occurred in mid 2014 in which FTEs are</p> <p>4 budgeted for the final year in 2015. There</p> <p>5 was an increase of 5.5 FTEs in corporate</p> <p>6 relations, and we saw four there. I wonder if</p> <p>7 you could respond to the difference in the</p> <p>8 four and the 5.5?</p> <p>9 MS. DALLEY:</p> <p>10 A. To be honest, Mr. O'Brien, I can assure you</p> <p>11 it's probably best that I provide a</p> <p>12 reconciliation of those two.</p> <p>13 MR. O'BRIEN:</p> <p>14 Q. An undertaking would be fine for</p> <p>15 reconciliation.</p> <p>16 MS. DALLEY:</p> <p>17 A. Because I have the information here, but I</p> <p>18 think I'm going to walk you through it and</p> <p>19 then you're going to ask me to do that</p> <p>20 undertaking.</p> <p>21 MR. O'BRIEN:</p> <p>22 Q. Okay. I am going to do that. So, I thank you</p> <p>23 for that.</p> <p>24 MS. DALLEY:</p> <p>25 A. No problem.</p>

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<p>1 MS. GLYNN: 2 Q. Noted on the record. 3 MR. O'BRIEN: 4 Q. And there was another undertaking, but I think 5 you've covered this off. I just wanted to 6 confirm it. PUB-NLH-423, Attachment 1, and 7 page -- so this is to ask to complete a table 8 providing corporate services charges and hours 9 from each affiliate to regulated Hydro from 10 2011 to 2013 and the test years 2014 to 2015. 11 So the heading of the -- if we scroll down on 12 page one, this is -- actually, we get to the 13 answer, there's an attachment here that starts 14 with corporate -- if you look in the area 15 that's blue, Newfoundland and Labrador Hydro 16 corporate services charged by affiliate number 17 one. Is that for all of the lines of business 18 or do you know? 19 MS. DALLEY: 20 A. I'm not familiar with affiliate number one, 21 what that means, or with this RFI, to be 22 honest. 23 MR. O'BRIEN: 24 Q. Okay. And I think the question was, if we go 25 back to the question -</p>	<p>1 2015 test year. There's an increase from 2013 2 of 164,000 to 2014 of 195,000. Can you tell 3 me what that would be related to? 4 MS. DALLEY: 5 A. I'm sure I can, but I can't right now. 6 MR. O'BRIEN: 7 Q. Okay. Can you give an undertaking to provide 8 that information? 9 MS. DALLEY: 10 A. Sure. 11 MR. O'BRIEN: 12 Q. And when we look at 195 to 69, would that be 13 related to the move of employees from Nalcor 14 to Hydro you spoke - 15 MS. DALLEY: 16 A. I would expect that would be the significant 17 driver of that. 18 MR. O'BRIEN: 19 Q. Okay. And can you give an undertaking just to 20 confirm that as well? 21 MS. DALLEY: 22 A. Sure. 23 MR. O'BRIEN: 24 Q. Thank you. 25 MS. GLYNN:</p>
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<p>1 MS. DALLEY: 2 A. Yeah, if you can. 3 MR. O'BRIEN: 4 Q. So just to make sure. For each affiliate to 5 regulated Hydro. 6 MS. DALLEY: 7 A. So the other lines of business? 8 MR. O'BRIEN: 9 Q. And I'm asking you if you know the answer to 10 that, and I'd ask for an undertaking just if 11 you can find that out and tell me if that's 12 for one affiliate or if it's just for all, 13 sort of as a group charging into Hydro, which 14 is what I had assumed might be the case. 15 MS. DALLEY: 16 A. Sure. 17 MR. O'BRIEN: 18 Q. Okay. 19 MS. GLYNN: 20 Q. Noted on the record. 21 MR. O'BRIEN: 22 Q. And if we scroll down and look at the 23 response, we can see a difference in -- if we 24 look at corporate relations, we see the 25 charges in to Hydro from 2011 right across to</p>	<p>1 Q. Both undertakings are noted on the record. 2 MR. O'BRIEN: 3 Q. So the individuals that would have been 4 transferred from Nalcor to Hydro which we 5 spoke about before, they don't charge any more 6 into Nalcor? Is that fair? 7 MS. DALLEY: 8 A. I'm sorry, could you repeat that again? 9 MR. O'BRIEN: 10 Q. The individuals that were transferred from 11 Nalcor to Hydro in the corporate relations 12 department wouldn't charge anything back to 13 Nalcor or any other lines of business at this 14 point, would they? 15 MS. DALLEY: 16 A. I can't -- I mean, I can't say that they 17 wouldn't at some point in the future, if it 18 was required, but it would be an exceptional 19 situation where that would be the case. 20 MR. O'BRIEN: 21 Q. Okay. It's not the intent? 22 MS. DALLEY: 23 A. Absolutely, no. 24 MR. O'BRIEN: 25 Q. And the last area I wanted to cover with you</p>

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1 folks was just customer satisfaction. I
 2 wonder if we could look at Undertaking 5?
 3 MS. GRAY:
 4 Q. Undertaking 5A or 5B?
 5 MR. O'BRIEN:
 6 Q. What's that?
 7 MS. GRAY:
 8 Q. Undertaking 5A or 5B?
 9 MR. O'BRIEN:
 10 Q. 5A or 5B, that's a good question. I'm sorry,
 11 Information 5.
 12 MS. GRAY:
 13 Q. Okay.
 14 MR. O'BRIEN:
 15 Q. And that's the answer. And this is a document
 16 showing key performance indicators for Hydro.
 17 Down at the bottom, if we can make that a
 18 little bit bigger, we see percent satisfied
 19 customers and satisfaction rating there,
 20 maximum 100 percent. If we just scroll up to
 21 the top again, so we know which line we're
 22 looking at. I wanted to ask just for 2013, we
 23 scroll down, 2013, in terms of a target, was
 24 there a target set for 2013?
 25 MS. DALLEY:

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1 A. No, there wasn't.
 2 MR. O'BRIEN:
 3 Q. No? And why is that?
 4 MS. DALLEY:
 5 A. We had seen quite a dramatic -- first of all,
 6 we saw a year-over-year actual drop as well as
 7 a trending drop in the overall satisfaction
 8 with Hydro, and that is the nature of the
 9 question. What we decided to do with the --
 10 essentially the budget that we had for
 11 research for that year was focused to try and
 12 see if we could get some more qualitative data
 13 around what was driving the decline. So we
 14 spent a time that year having focus group
 15 discussions with customers to try and help
 16 inform our decision making around what we
 17 could do to reverse the trend that we were
 18 seeing. And so as a result of that shift,
 19 that was one reason.
 20 The other reason was at the time -- and
 21 we may certainly change this again. I know
 22 it's been a topic of discussion here about the
 23 two years versus one year, but when you survey
 24 on a one-year basis and what is for us a
 25 relatively small group executing on a

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1 strategy, we wanted enough time to see some
 2 impact before we invested in going back to get
 3 that feedback from customers through the
 4 customer survey. So we decided to take the
 5 investment that year, focus on more
 6 qualitative data, again to help inform our
 7 strategy and then subsequently follow up two
 8 years following the last survey with more of a
 9 quantitative survey to customers. So that
 10 would have been the reason for the gap.
 11 And at the time when we were setting --
 12 going out to set the target and target setting
 13 in a world like this, perception is very
 14 similar to other perceptual surveys where I'll
 15 say it's as much art as it is science to some
 16 degree. So we have a number of parameters
 17 that we look at when we do target setting.
 18 One is the threshold of where you are in the
 19 scale. So as you climb the scale and you get
 20 higher, to get that last mile is often takes
 21 significant effort. So if your satisfaction -
 22 - which ours would have been in the early, you
 23 know, 2000 and -- I can't see the numbers
 24 there, but '08-09 timeframe, it would have
 25 been in the '90s. So the level of effort

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1 required to move the extra nine percent is
 2 usually quite stark. So you know, you have
 3 some sense of where you are in that gap to
 4 100, I'll call it.
 5 Then we also look at, you know, how do we
 6 do our target setting, should we do bands
 7 versus actual hard targets. We looked at the
 8 historical view of absolute change. So in
 9 this case, over a couple of years, we would
 10 have seen a decline. We also look at the
 11 floor and the ceiling. So we had essentially
 12 established a new floor when we went to 80
 13 percent. Our ceiling had been 90 or 92
 14 percent. So you know, we understood that that
 15 was the range that we were dealing with, but
 16 we also saw the historical trend going down.
 17 Because we had -- you know, we looked at
 18 the direction and the magnitude of the change.
 19 We were implementing a number of, you know,
 20 initiatives around the customer service
 21 strategy. So essentially we felt that curbing
 22 the trend that year over the period of time
 23 that we were talking about would be very much
 24 a realistic target within where we were. That
 25 if we -- you know, you start seeing a decline

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<p>1 going this way, your first inclination is 2 naturally to want it to turn around, but you 3 actually really want to stop it and settle in. 4 So we had done, you know, a level of work and 5 felt comfortable that maintaining it at 80 6 where we were in the early stages of the 7 customer service strategy that we still had a 8 lot of work to do, would be, you know, a 9 target that was worthwhile. 10 We also considered external factors, 11 which in surveys like this where you're 12 talking a grab in time and a perception, 13 external factors like the supply disruptions 14 last year, the fact that we were in an 15 extended general rate application period, the 16 fact that there was a considerable debate in 17 the marketplace around electricity, supply of 18 electricity that would have been impacting 19 public opinions and therefore has an impact on 20 the opinions of our customers. So there are a 21 number of drivers that went into setting that 22 target. 23 MR. O'BRIEN: 24 Q. Okay. And actually, I just wanted to be fair 25 to you, in terms of -- if we could turn to the</p>	<p>1 then you can start to increase the target 2 going forward? 3 MS. DALLEY: 4 A. That would be the objective, yes. 5 MR. O'BRIEN: 6 Q. Okay. And these targets or KPI, key 7 performance indicators, for customer 8 satisfaction, is that built into your 9 contract? 10 MS. DALLEY: 11 A. Performance contract? 12 MR. O'BRIEN: 13 Q. Your performance contract. 14 MS. DALLEY: 15 A. It isn't today because there's no target 16 there. So for example, this year it would be 17 on delivering the objectives under the 18 customer service strategy. 19 (12:30 p.m.) 20 MR. O'BRIEN: 21 Q. Okay. And those are the objectives you just 22 spoke about in terms of - 23 MS. DALLEY: 24 A. That was some of them, yes. 25 MR. O'BRIEN:</p>
<p>Page 174</p> <p>1 next page, and I think your answer has 2 responded to that. I did -- I asked if a 3 target had been set, and we look at 2013 4 target on the bottom, it says 90 percent, but 5 the results are not applicable. So you 6 wouldn't have done a survey in that year to 7 determine if - 8 MS. DALLEY: 9 A. That's right. We would have stayed with the 10 target that was existing until we had enough 11 information. 12 MR. O'BRIEN: 13 Q. That's what I wanted to ask. 14 MS. DALLEY: 15 A. Do the analysis to essentially reset the 16 target. 17 MR. O'BRIEN: 18 Q. So in terms of when you next set a target, you 19 set one in 2014? 20 MS. DALLEY: 21 A. That's right. 22 MR. O'BRIEN: 23 Q. At greater than 80 percent. And do I have 24 this right that one of the ideas behind that 25 is to stop a slide and get to an area where</p>	<p>Page 176</p> <p>1 Q. Some of them, yes, okay. And had it been in 2 your performance contract before? 3 MS. DALLEY: 4 A. I don't think it was in my performance 5 contract. It would have been the 6 establishment of the customer service 7 strategy. 8 MR. O'BRIEN: 9 Q. And deliverables on that basis? 10 MS. DALLEY: 11 A. In 2013, I believe it would be the deliverable 12 related to that. But it's part of the overall 13 Hydro measurement and it sits on the Hydro, I 14 guess, corporate targets. 15 MR. O'BRIEN: 16 Q. So it does sit in in terms of the corporate 17 target, that overall? 18 MS. DALLEY: 19 A. It does. 20 MR. O'BRIEN: 21 Q. Okay. 22 MS. DALLEY: 23 A. I should say too, to offer up information on a 24 topic which I particularly enjoy talking 25 about, the actual measure that we go to</p>

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<p>1 customers with, which is included, is their 2 satisfaction with Hydro. So it is a 3 overarching perception on their satisfaction 4 with the company. 5 MR. O'BRIEN: 6 Q. Okay. 7 MS. DALLEY: 8 A. Versus their satisfaction with customer 9 service. 10 MR. O'BRIEN: 11 Q. Particular areas, yeah. 12 MS. DALLEY: 13 A. Which is a different measure, yeah. The 14 customer service satisfaction is 89 percent. 15 MR. O'BRIEN: 16 Q. Okay. And in terms of 2015, you've got a -- 17 do you have a target set for 2015? 18 MS. DALLEY: 19 A. So this year it's the deliverables that are 20 under the customer service strategy, again 10- 21 12 of them, I believe. 22 MR. LYE: 23 A. Yes. 24 MS. DALLEY: 25 A. I can't remember the number, but -</p>	<p>1 very concrete plan. For year one, we did some 2 pre-work. The second year is left open to 3 flexibility. So if I look at the five years, 4 we've got a series of initiatives we want to 5 do, but we adjust those based on resources, 6 based on budget. You know, there are a number 7 of factors which go in and as we go to the 8 annual planning process, we'll refine those 9 down into a clear set of deliverables for the 10 coming year, which advance out of the five- 11 year plan. 12 So you know, a good example would be the 13 technology around billing. Because there is 14 an opportunity for an upgrade there that we 15 didn't anticipate until further out, it's 16 advanced, so therefore we've adjusted the plan 17 accordingly and moved that forward. 18 MR. O'BRIEN: 19 Q. I don't have any further questions for the 20 Panel. 21 CHAIRMAN: 22 Q. Mr. Johnson, sir. 23 CROSS-EXAMINATION BY THOMAS JOHNSON, Q.C. 24 JOHNSON, Q.C.: 25 Q. Thank you. If we could -- first of all, good</p>
<p>Page 178</p> <p>1 MR. O'BRIEN: 2 Q. That's what you spoke about earlier, the 10 to 3 12. 4 MS. DALLEY: 5 A. Yeah. 6 MR. O'BRIEN: 7 Q. And how is -- and Hydro's tracking to have 8 those completed by the end of the year? 9 MS. DALLEY: 10 A. Yes, most of them are actually completed now. 11 There is some discussion about the portal 12 platform. The implementation may be a little 13 delayed, but right now it's looking like we'll 14 have it done by the end of the year. 15 MR. O'BRIEN: 16 Q. And that's part of your five-year plan you 17 spoke about. And what remaining deliverables 18 under that plan are left? 19 MS. DALLEY: 20 A. Well, first of all, it's a fairly flexible 21 document, so we establish a number, as Tony 22 mentioned, of sort of, you know, here's where 23 we want to be in the future. Here's where we 24 are today. Here are a number of initiatives 25 that will help us get there. We laid out a</p>	<p>Page 180</p> <p>1 afternoon now. Mr. Young is skirting out of 2 the way there. If we can just turn to that 3 customer service strategic road map that's 4 been filed. 5 MS. DALLEY: 6 A. Mr. Johnson, I can hardly hear you. I'm 7 sorry. 8 JOHNSON, Q.C.: 9 Q. Oh, I'm sorry. 10 MS. DALLEY: 11 A. I do have some hearing loss from a lot of rock 12 music in my youth. 13 JOHNSON, Q.C.: 14 Q. Well, it wasn't misspent. 15 MS. DALLEY: 16 A. Others may disagree with you. 17 CHAIRMAN: 18 Q. From who? 19 MS. DALLEY: 20 A. Pardon? 21 CHAIRMAN: 22 Q. What band was it? 23 MS. DALLEY: 24 A. Collective Soul, to be honest. 25 CHAIRMAN:</p>

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<p>1 Q. I'm very familiar with that stuff.</p> <p>2 MS. DALLEY:</p> <p>3 A. If you don't listen to it loudly, it doesn't</p> <p>4 sound the same.</p> <p>5 JOHNSON, Q.C.:</p> <p>6 Q. If we could turn up that customer service</p> <p>7 strategic road map that's been filed with the</p> <p>8 Board? It's at CA-322, Attachment 1. And</p> <p>9 I'll be asking some questions about it. Maybe</p> <p>10 we could go to the beginning of the document,</p> <p>11 Ms. Gray? So it indicates at the preface that</p> <p>12 the document outlines a strategic road map for</p> <p>13 customer service at Hydro from 2015 to 2017,</p> <p>14 and just an opening question on that. Is this</p> <p>15 replacing a strategy or is this the first time</p> <p>16 that there's been a strategy on customer</p> <p>17 service at Newfoundland and Labrador Hydro?</p> <p>18 MS. DALLEY:</p> <p>19 A. I couldn't speak to historical pieces. There</p> <p>20 would have been an annual planning process,</p> <p>21 but a long-term view, I don't recall myself</p> <p>22 having seen something with a longer window and</p> <p>23 assessment with it.</p> <p>24 JOHNSON, Q.C.:</p> <p>25 Q. Right. So you're not aware of there having</p>	<p>1 actually -- when we started out, we started</p> <p>2 out in a three-year window. So you know,</p> <p>3 initially our conception was we would look to</p> <p>4 a three-year window. When we started to</p> <p>5 identify some of the opportunities that we</p> <p>6 have, we really felt that, you know, this was</p> <p>7 likely going to span over a longer period of</p> <p>8 time, not long, but we sort of in our minds</p> <p>9 and in our planning started to look at a five-</p> <p>10 year window. So really we see it now as five</p> <p>11 years, including the prior year. Because as</p> <p>12 we were developing the strategy, in coming</p> <p>13 through 2013 and we made some revisions as a</p> <p>14 result of some of the outages and the feedback</p> <p>15 we had from customers in that year, you know,</p> <p>16 we actually accomplished -- I think we</p> <p>17 characterize them here as sort of pre-actions,</p> <p>18 for lack of a better word, but you know, there</p> <p>19 was a window there prior to the filing of the</p> <p>20 strategy when we were within that mind set and</p> <p>21 accomplishing some of those objectives.</p> <p>22 JOHNSON, Q.C.:</p> <p>23 Q. So what's the five years then that we're</p> <p>24 talking about? Because I see 2015 to 2017.</p> <p>25 MS. DALLEY:</p>
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<p>1 been a strategic plan in place prior to this?</p> <p>2 MS. DALLEY:</p> <p>3 A. Again, not that I'm aware of, but there may</p> <p>4 have been.</p> <p>5 JOHNSON, Q.C.:</p> <p>6 Q. Right. You would be aware of it?</p> <p>7 MS. DALLEY:</p> <p>8 A. I think I probably would have.</p> <p>9 JOHNSON, Q.C.:</p> <p>10 Q. I would hope so.</p> <p>11 MR. BROPHY:</p> <p>12 A. I'm not aware of one, other than our annual</p> <p>13 plans.</p> <p>14 MS. DALLEY:</p> <p>15 A. My 33-year-old or 33-year veteran here may</p> <p>16 have.</p> <p>17 JOHNSON, Q.C.:</p> <p>18 Q. Yeah, okay. And it talks about this being a</p> <p>19 strategic road map for 2015 to 2017, and just</p> <p>20 I guess a clarification. Was this supposed to</p> <p>21 be a five-year service strategy at one point</p> <p>22 and then got turned into a 2015 to 2017</p> <p>23 arrangement?</p> <p>24 MS. DALLEY:</p> <p>25 A. That's a very good question, Mr. Johnson. I</p>	<p>1 A. Yeah, you'd really be talking -</p> <p>2 JOHNSON, Q.C.:</p> <p>3 Q. But it's now five -</p> <p>4 MS. DALLEY:</p> <p>5 A. Now we'd be talking about -</p> <p>6 JOHNSON, Q.C.:</p> <p>7 Q. What's the five years?</p> <p>8 MS. DALLEY:</p> <p>9 A. This would be year one, as we see it, 2015.</p> <p>10 So it would go to 2019, I guess, 2020.</p> <p>11 JOHNSON, Q.C.:</p> <p>12 Q. Okay.</p> <p>13 MR. LYE:</p> <p>14 A. It does reference in the document, if you read</p> <p>15 through all of it, that there -- about the</p> <p>16 five years.</p> <p>17 JOHNSON, Q.C.:</p> <p>18 Q. Yes.</p> <p>19 MR. LYE:</p> <p>20 A. But we're focused on '15 to '17. But further</p> <p>21 in the document, it references, you know,</p> <p>22 could be five-year plan.</p> <p>23 JOHNSON, Q.C.:</p> <p>24 Q. Okay, all right. And in terms of who gave the</p> <p>25 direction for the undertaking of this</p>

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1 strategic road map for customer service?
 2 MS. DALLEY:
 3 A. That's a good question. It was me when I saw
 4 the research and where we were going. I'm
 5 just trying to think if there was any
 6 discussion prior to that. But I don't recall
 7 any discussion prior to that. It was -- I
 8 felt there was a requirement to actually focus
 9 in on what was driving the research results
 10 and in order to do that, rather than doing it,
 11 you know, off the cuff, that we needed to have
 12 a broader view to the customer feedback and
 13 lay out a series of actions that we felt would
 14 again improve the customer experience with us.
 15 JOHNSON, Q.C.:
 16 Q. Okay. And in terms of this document, it got
 17 prepared and filed with the Board I believe on
 18 September 30th, 2014?
 19 MS. DALLEY:
 20 A. That's right.
 21 JOHNSON, Q.C.:
 22 Q. And then so, you would have signed off on this
 23 document, Ms. Dalley, I take it?
 24 MS. DALLEY:
 25 A. Yes.

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1 JOHNSON, Q.C.:
 2 Q. Right. And what other sign offs were
 3 necessary for this document?
 4 MS. DALLEY:
 5 A. We would have done engagement with other
 6 people in the company. We spoke with
 7 employees. We spoke with other managers and
 8 as well, I consulted with Mr. Henderson. He
 9 had a copy. We reviewed it and he
 10 incorporated feedback as well.
 11 JOHNSON, Q.C.:
 12 Q. Right, so Mr. Henderson didn't initiate this
 13 customer service strategy and he would have
 14 provided input, but he would have had no
 15 signing off authority on what its contents
 16 were or what it was aiming to do? Would that
 17 be right?
 18 MS. DALLEY:
 19 A. No, I wouldn't characterize it that way. I
 20 would have -- my consultation with Mr.
 21 Henderson would have been about gaining his
 22 sign off.
 23 JOHNSON, Q.C.:
 24 Q. I see, okay.
 25 MS. DALLEY:

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1 A. His input and his sign off on a strategy,
 2 which is what happened.
 3 JOHNSON, Q.C.:
 4 Q. So just going back to the discussion there
 5 earlier this morning about Mr. Henderson
 6 having ultimate responsibility for customer
 7 service at Hydro, and just indicate how you
 8 see that, you know, given the fact that he
 9 doesn't have people reporting to him directly
 10 in this area, as I understand it. You don't
 11 report to him. Just if you could provide -
 12 MS. DALLEY:
 13 A. So Mr. Henderson has accountability or had
 14 accountability -
 15 JOHNSON, Q.C.:
 16 Q. Right.
 17 MS. DALLEY:
 18 A. - for Hydro's regulated operations, of which
 19 customer service, energy efficiency and
 20 communications are part of that. I appreciate
 21 that most people come from a construct of a
 22 very hierarchal model and indeed we do as
 23 well. However, we have principles which drive
 24 -- and values which drive our work. So Mr.
 25 Henderson, we have a very collaborative

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1 environment. He is engaged actively in the
 2 planning. We engage with him in the planning.
 3 It's a very collaborative development of the
 4 annual plans. It's the same thing with the
 5 strategy. Rob and I spoke about it numerous
 6 times during the development. He saw the
 7 final copy. We sat down, we met about it. We
 8 had a discussion about it. I got his
 9 feedback. I mean, ultimately if he felt it
 10 was unachievable -- well, there were changes
 11 he requested and changes we made. So, I don't
 12 -- I guess I'm not confused by that.
 13 JOHNSON, Q.C.:
 14 Q. Okay. So there were changes that he
 15 requested? Do you have some examples, for
 16 instance?
 17 MS. DALLEY:
 18 A. I wouldn't off the top of my head. I just
 19 remember there were a number of things as we
 20 were discussing that he asked that we could
 21 change and we did.
 22 JOHNSON, Q.C.:
 23 Q. Okay. So in terms of -- if you could go to
 24 page 11 of 19 of the document. Just a little
 25 bit further. Yeah, there you go, the

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<p>1 objective there. This is in Section 6 looking 2 at the future state of what you're trying to 3 achieve and the objective indicates to 4 maintain an 80 percent customer satisfaction 5 rating over the next five years. So this 6 would have been something approved with Mr. 7 Henderson that that would be what the 8 achievement hope would be for five years, 9 going out to 2019?</p> <p>10 MS. DALLEY: 11 A. Yeah, we would have had discussion around that 12 at that early stage.</p> <p>13 JOHNSON, Q.C.: 14 Q. Okay. And you indicated, you know, that 15 there's been a drop off in customer 16 satisfaction overall with Hydro. It was in 17 the low 90s and then it went down to the low 18 80s. And why is it taking that amount of time 19 to -- why are we targeting five years out 20 still being at the low ebb of the customer 21 satisfaction?</p> <p>22 MS. DALLEY: 23 A. I think typically target setting is a fluid 24 process. So we would see the same thing this 25 year. You would have seen the results this</p>	<p>1 they've had, let's say, a new service 2 connection.</p> <p>3 JOHNSON, Q.C.: 4 Q. Right. But let me just understand something. 5 This is supposed to be a plan going out to -- 6 or a strategic road map going out to 2019.</p> <p>7 MS. DALLEY: 8 A. That's right.</p> <p>9 JOHNSON, Q.C.: 10 Q. And that the idea is that in 2019, 80 percent 11 customer satisfaction would be the target. 12 That's your objective?</p> <p>13 MS. DALLEY: 14 A. At the time of the plan, but again, as I 15 mentioned, and I'll reiterate it so that it's 16 clear, these documents generally are very 17 fluid. So as we seek more feedback from 18 customers through our customer surveys and we 19 see that the trend is improving, we wouldn't 20 maintain that satisfaction rating as it is. 21 That was the floor that was established. So 22 we came in when we were doing the survey and 23 said, you know, based on what we have to do, 24 there's a lot of opportunity here. Let's lay 25 out the five-year plan and maintain stability</p>
<p>1 year or late 2014 when we surveyed come in at 2 84 percent. So, you know, we will look at 3 that and incorporate that into our target 4 setting, which right now we're doing on a 5 biannual basis. So we would incorporate that 6 feedback and adjust accordingly.</p> <p>7 JOHNSON, Q.C.: 8 Q. Right.</p> <p>9 MS. DALLEY: 10 A. So that, indeed the objective from a 11 measurable measurement perspective may indeed 12 change. We have a number of other measures 13 which we're looking at incorporating as well 14 which feed into the strategy. So measurement 15 is not a one-off item. There are a number of 16 ways to get feedback from your customers.</p> <p>17 JOHNSON, Q.C.: 18 Q. But in -</p> <p>19 MS. DALLEY: 20 A. So we see that as the overarching rating, but 21 there are a number of pieces that fit into 22 that. For example, we're looking at 23 incorporating transactional surveys, so that 24 on a transactional basis, I can pinpoint 25 someone's experience with the company after</p>	<p>1 where we are now. But we just got feedback 2 from customers in December, November-December 3 of last year which was four percent higher 4 than that.</p> <p>5 JOHNSON, Q.C.: 6 Q. So is this now going to be updated as to where 7 you want to be for 2019?</p> <p>8 MS. DALLEY: 9 A. It will be adjusted in our KPIs, yes, as we 10 take that feedback in and adjust it 11 accordingly.</p> <p>12 JOHNSON, Q.C.: 13 Q. Right, I see.</p> <p>14 MS. DALLEY: 15 A. But again, it's not just as I went through 16 earlier when I was discussing, you know, what 17 the factors are that you take into 18 consideration when you're target setting. So 19 historic performance is one of those factors, 20 but not the only factor.</p> <p>21 (12:45 p.m.)</p> <p>22 JOHNSON, Q.C.: 23 Q. If we could look at the 2014 survey results 24 which are at CA-323, Attachment 1? This is 25 the 2014 residential customer satisfaction</p>
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<p style="text-align: right;">Page 193</p> <p>1 tracking study. And in particular, I'm 2 interested in the analysis in the document 3 about the key drivers of customer 4 satisfaction, and in that regard, if I could 5 bring you to page 26 of 54? 6 So as I understand it, this diagram is 7 attempting to show us the results of a 8 regression analysis and perhaps you could walk 9 us through what this -- these results are 10 saying to us, in terms of what the key drivers 11 are and how that fits in here. 12 MS. DALLEY: 13 A. Certainly. So what they've done is conducted 14 a regression analysis against two of the 15 variables, which again I'm not a statistician, 16 but it's been described to me and I've been 17 told and validated with others that it makes 18 for a very robust model because of the nature 19 of the statistical regression. 20 So, it basically tells you what are the 21 most important things to customers, the 22 levers, if you will, that you can pull to 23 improve your customer experience with the 24 company. So, there are two -- and the next 25 page actually is an additional piece to this.</p>	<p style="text-align: right;">Page 195</p> <p>1 of 100. So customer concern would be the top 2 driver in -- that's the customer's judgment or 3 their opinion on how -- what their 4 satisfaction is with Hydro. So Hydro listens 5 to and acts upon customer concerns and Hydro 6 cares about its customers. 7 And then the supply of electricity would 8 be the second one at 27 percent, which is very 9 close. It would be a high second, which would 10 be Hydro ensures a sufficient supply of 11 electricity for the foreseeable future and 12 Hydro maintains the electricity system. And 13 you'll see again the performance on the 14 subsequent page in that area. 15 And then the other three, price, power -- 16 or four, sorry. Price, power restoration, 17 customer service and then reliability are the 18 other four drivers. 19 JOHNSON, Q.C.: 20 Q. Right. 21 MS. DALLEY: 22 A. So you may -- because you're performing well 23 on something one may feel that you don't need 24 to pay any attention to that, but that's not 25 necessarily the case if you drop in that area.</p>
<p style="text-align: right;">Page 194</p> <p>1 JOHNSON, Q.C.: 2 Q. Yes. 3 MS. DALLEY: 4 A. Which is important, which is your performance 5 on those things. 6 JOHNSON, Q.C.: 7 Q. Yes, and we should go to the next I think, 8 yeah. 9 MS. DALLEY: 10 A. Yeah. So the two work very well together. 11 JOHNSON, Q.C.: 12 Q. Right. 13 MS. DALLEY: 14 A. So typically the drivers are -- you'll see the 15 amalgamation of a series of statements that 16 are asked in the survey and customers are 17 asked to respond to that and give us their 18 ranking, twofold, how important it is to them 19 and how satisfied they are with Hydro's 20 performance in that area. So the area, the 21 top drivers that the analysis tells us from a 22 customer perspective are this area of customer 23 concern and you'll see that that's weighted at 24 32 percent. So those numbers, if you add them 25 up, on the top five drivers are weighted out</p>	<p style="text-align: right;">Page 196</p> <p>1 What it's saying is those are the factors 2 based on the data that they've given in each 3 individual survey, that that -- and then 4 conglomerated over all, that is how people are 5 judging the company. 6 JOHNSON, Q.C.: 7 Q. So, like price seems to be surprising because 8 it's only 13 percent and, as opposed to 9 customer concern being 32 and 27. Were these 10 figures like consonant with the way you 11 normally think about it, about what the 12 drivers were? 13 MS. DALLEY: 14 A. How I would normally think about the drivers? 15 JOHNSON, Q.C.: 16 Q. Yeah, what, you know, did this provide 17 insights that were different from how your 18 thinking was internally as to what drove 19 customer satisfaction? 20 MS. DALLEY: 21 A. My thinking internally, though, would have 22 been driven by the data you see. 23 JOHNSON, Q.C.: 24 Q. Okay, so there was no surprise here in this</p>

<p style="text-align: right;">Page 197</p> <p>1 data.</p> <p>2 MS. DALLEY:</p> <p>3 A. No, I try not to inform my--I mean, I try to</p> <p>4 drive my opinions from the data that I'm</p> <p>5 receiving from customers and other materials</p> <p>6 that, you know, in this area of customer</p> <p>7 service and generally how customers have a</p> <p>8 tendency to judge the interactions that they</p> <p>9 have. I mean, to be honest, there's a whole</p> <p>10 field out there about just the customer "wow"</p> <p>11 factor which drives satisfaction, so it has a</p> <p>12 wide spectrum.</p> <p>13 JOHNSON, Q.C.:</p> <p>14 Q. So this, and you spoke earlier in connection</p> <p>15 with, you made an observation when Mr. O'Brien</p> <p>16 was examining you and you noted, for instance,</p> <p>17 that Hydro had 89 percent satisfaction in</p> <p>18 terms of the customer service piece and so</p> <p>19 these are the key drivers of where you get</p> <p>20 your 80 percent or in 2014, your 84 percent</p> <p>21 overall satisfaction, is that right?</p> <p>22 MS. DALLEY:</p> <p>23 A. Well the 84 percent is from a specific</p> <p>24 question.</p> <p>25 JOHNSON, Q.C.:</p>	<p style="text-align: right;">Page 199</p> <p>1 MS. DALLEY:</p> <p>2 A. That would be correct, those are the two areas</p> <p>3 where the performance is not where we would</p> <p>4 like it to be.</p> <p>5 JOHNSON, Q.C.:</p> <p>6 Q. Okay. Now in terms of these--which of these</p> <p>7 six drivers, customer concern, supply of</p> <p>8 electricity, price, power restoration,</p> <p>9 customer service, reliability, which of these</p> <p>10 six drivers are expected to be impacted by the</p> <p>11 work envisioned in your customer service</p> <p>12 strategic road map?</p> <p>13 MS. DALLEY:</p> <p>14 A. I would say the two areas where you would see</p> <p>15 the most impact from that, where we saw, were</p> <p>16 customer concern which is the 32 percent</p> <p>17 rating and then the customer service and we</p> <p>18 would do some education around price, we would</p> <p>19 do education around the supply of electricity,</p> <p>20 but not unlike the discussion we had around</p> <p>21 reputation, you know, there are other areas of</p> <p>22 the business which will have impact on these</p> <p>23 because the rating is for Hydro overall, not</p> <p>24 just for the call centre and that interaction</p> <p>25 portion. So, for example, a line crew going</p>
<p style="text-align: right;">Page 198</p> <p>1 Q. Right, and it's an overall satisfaction piece,</p> <p>2 is that right?</p> <p>3 MS. DALLEY:</p> <p>4 A. Well that's how I'm saying the question is</p> <p>5 framed. So the question is how satisfied are</p> <p>6 you with--it's better to go to the specific</p> <p>7 question because there's a subtlety there and</p> <p>8 I'm giving you what would be my assessment on</p> <p>9 how people would perceive that question and</p> <p>10 the discussion we had with the researchers</p> <p>11 around the framing of that question. So,</p> <p>12 yeah, in general how satisfied are you with</p> <p>13 Hydro on a scale of 1 to 10.</p> <p>14 JOHNSON, Q.C.:</p> <p>15 Q. Right. Okay, and so then these would be the</p> <p>16 key drivers of that overall satisfaction,</p> <p>17 would that be right?</p> <p>18 MS. DALLEY:</p> <p>19 A. Yes, yes, sorry.</p> <p>20 JOHNSON, Q.C.:</p> <p>21 Q. Okay, that's what I understood. So now</p> <p>22 basically they're saying there's work to do on</p> <p>23 price, there's also work to do on the number</p> <p>24 of power outages, that's as I read your scale</p> <p>25 here.</p>	<p style="text-align: right;">Page 200</p> <p>1 out to do a new service, for example, would</p> <p>2 have an impact on that customer's perception</p> <p>3 of their service with Hydro, as well as when</p> <p>4 that customer picked up the phone to call us</p> <p>5 and get that new service connection or in the</p> <p>6 future if they're able to, you know, execute</p> <p>7 that request on a mobile device, that would</p> <p>8 also lead--those experiences all roll together</p> <p>9 into the customer's experience.</p> <p>10 JOHNSON, Q.C.:</p> <p>11 Q. Right, okay. So what role does your</p> <p>12 department have in improvements in the</p> <p>13 customer experience as relates to, say,</p> <p>14 reliability, the number of power outages, the,</p> <p>15 you know, power restorations, speed and</p> <p>16 restoring power? Do you have any role there</p> <p>17 at all to play in terms of--I'm trying to</p> <p>18 understand where else you guys impact the</p> <p>19 customer.</p> <p>20 MS. DALLEY:</p> <p>21 A. I think there's a couple of areas where you</p> <p>22 would see the interface, I mean, Tony had</p> <p>23 talked about it earlier about, you know, it's</p> <p>24 one of the fundamental drivers behind having</p> <p>25 an oversight customer service council as</p>

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<p>1 driving the strategy because what we know and 2 the feedback we're getting from customers is 3 that their experience is not just driven by 4 that one phone call they may make to our group 5 inside the call centre, it has outreach into 6 our field and operation's area, so you know, 7 we see the ability to be able to, again they 8 would sheppard the strategy work. We would 9 drive feedback from customers into specific 10 initiatives. A good example of that is we 11 know that customers also want clear and 12 precise and timely communication around power 13 outages, so, you know, the communication's 14 group would be working with customer service 15 and with the field on a good process around 16 outage communication, as well as education to 17 our crews on the importance of that for 18 customers so that we can respond in a timely 19 manner during outages, which is an area, if I 20 recall, that has actually improved from survey 21 to survey and we would see some of the impact 22 of that there, which again you may not see as 23 a specific attribute under here in these 24 areas, but is an attribute that we test when 25 we go to customers and ask. It may not float</p>	<p>1 being targeted to address those? 2 MS. DALLEY: 3 A. The data itself, although it breaks out the 4 satisfaction here, the regression analysis is 5 not conducted on a regional basis, likely 6 because of the sample size for that area. So, 7 you know, the point of having those specific 8 levers that you can pull in a certain area 9 would be very difficult to ascertain, so this 10 would be information that we would have 11 discussions, which I have had discussions with 12 the regional manager in that area where you're 13 getting more, I'll say qualitative feedback on 14 what might be happening in Labrador from a 15 reliability perspective. So I've seen, I 16 don't have them handy, but I've looked at the 17 reliability data, I've looked at the employee 18 engagement data, as well as the customer 19 service data to ascertain whether, you know, 20 from a reliability perspective have we had 21 more outages than normal in that area over the 22 course of a year? Essentially you're coming 23 to more of a qualitative analysis around what 24 the drivers would be. 25 JOHNSON, Q.C.:</p>
<p>Page 202</p> <p>1 up as a key driver, but it's an element that 2 we would see and want to see improvement in. 3 JOHNSON, Q.C.: 4 Q. Can I ask you or bring you to page 12 of 54 5 for a moment and that is the seeming different 6 level of satisfaction with customers in 7 Labrador and I think it's page 12 of 54 where 8 the statement is made "Looking at the 2014 9 results, customers in the central and northern 10 region are more likely to be satisfied with 11 Hydro's customer service than those in the 12 Labrador region." And I guess the question I 13 would have there is what's the, is this a 14 finding that you've seen before and 15 experienced before with Labrador? 16 MS. DALLEY: 17 A. With the Labrador ratings being lower? 18 JOHNSON, Q.C.: 19 Q. Yes. 20 MS. DALLEY: 21 A. Yes. 22 JOHNSON, Q.C.: 23 Q. Okay, and so you see the isolated tend to be 24 lower in the rate area, we see Labrador lower, 25 and what are the issues in Labrador and what's</p>	<p>Page 204</p> <p>1 Q. So are there being steps taken to try to 2 address the issues that are particular up 3 there or - 4 MS. DALLEY: 5 A. We haven't singled out Labrador at this time 6 for anything specific. 7 JOHNSON, Q.C.: 8 Q. Okay. Why would that be? 9 MS. DALLEY: 10 A. Just the prioritization of resources and 11 efforts, so we've, you know, I would say 12 we're, some of the initiatives that we've 13 identified will have impacts we expect overall 14 and it would have impacts for customers in 15 Labrador as well. 16 JOHNSON, Q.C.: 17 Q. So when we speak of Labrador, are we talking 18 interconnected or are we talking, you know, 19 the isolated communities in Labrador? 20 MS. DALLEY: 21 A. The Labrador area, as you see it there, is 22 separated out, the rate area is separate 23 because it includes all the isolated 24 communities, including Newfoundland 25 communities, but the Labrador region overall</p>

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1 would include interconnected customers, as
 2 well as the isolated customers.
 3 JOHNSON, Q.C.:
 4 Q. I see. If we could go back to the strategic
 5 plan for a moment, the CA-322 and page 6 of
 6 19, there you go. I want to focus, if I can
 7 find it, the third paragraph from the bottom,
 8 it talks about the customer service strategy
 9 about halfway down the bottom there, "The
 10 customer service strategy will focus on
 11 Hydro's 38,000 residential, commercial
 12 industrial customers served directly by Hydro.
 13 Newfoundland Power, Hydro's largest customer,
 14 will also be in scope for this plan." What's
 15 meant by that? Are they being treated like a
 16 customer here as well? I mean, they're a
 17 utility customer.
 18 MS. DALLEY:
 19 A. That is clearly the intent in the discussion,
 20 I had significant discussions with Mr.
 21 Henderson about this and I've also had
 22 discussions with Mr. MacIsaac about it and it
 23 was discussed at the last, I'm not quite sure
 24 what the formal name of the group is, but
 25 executive leadership from Hydro meets with

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1 Newfoundland Power on a, generally attempt as
 2 a monthly basis but at this point there's some
 3 drift in that schedule, but we've had the
 4 discussion at that group about formalizing
 5 that relationship under a customer framework,
 6 very similar to the approach we would take
 7 around an account management framework for
 8 large industrial customers, Newfoundland
 9 Power, our largest customer and we have a
 10 number of interfaces operationally, customer
 11 service, communication, so there are a variety
 12 of interfaces that happen between the two
 13 companies. What we would like to see in that
 14 is what we are referencing here and I had had
 15 that discussion with Mr. MacIsaac on a go-
 16 forward basis and with the executive groups,
 17 when we've met, about formalizing that with a
 18 formal terms of reference that, you know,
 19 we're meeting on a regular basis, we're
 20 soliciting their feedback into our work and
 21 our operations and just generally working on
 22 having an open dialogue and discussion so that
 23 we can share information, share concerns and
 24 get their feedback into our planning and
 25 operations.

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1 (1:00 p.m.)
 2 JOHNSON, Q.C.:
 3 Q. Do you know whether Newfoundland Power, you
 4 know, were sat down in a formal fashion prior
 5 to this strategic document and said, look, you
 6 know, we're treating you like a customer, what
 7 can you offer to us in terms of your insights
 8 of what we should be considering or -
 9 MS. DALLEY:
 10 A. The focus on the document was really on
 11 residential and industrial customers with a
 12 future focus and a separate focus on the
 13 Newfoundland Power relationship, so we didn't
 14 provide this to them. We have met with them
 15 formally around, you know, I guess, I was
 16 informed they didn't have a customer service
 17 strategy per se, but we did meet with their
 18 team. Our team went over there, we met, they
 19 shared their operations, they shared their
 20 plans with the team at the time so that we
 21 could get some sense of what they were doing
 22 for their customers to help inform our
 23 strategy, but also help inform our
 24 relationship with them.
 25 JOHNSON, Q.C.:

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1 Q. Just ask you about, you know, some status type
 2 questions of, because this is one thing to
 3 have a strategy and a road map, I'd like to
 4 see how far along the road we are and if I
 5 could--first of all, if I could bring you to
 6 page 17 of 19 where it talks about next steps.
 7 So we see six steps here. I guess you
 8 identify the customer service strategy project
 9 team, steering committee, that's been done,
 10 has it?
 11 MS. DALLEY:
 12 A. Yes.
 13 JOHNSON, Q.C.:
 14 Q. And that the internal service council has been
 15 done?
 16 MS. DALLEY:
 17 A. We spoke about that, yes.
 18 JOHNSON, Q.C.:
 19 Q. And the next block is that working committee,
 20 is that done and up and running?
 21 MS. DALLEY:
 22 A. We've rolled that essentially into the project
 23 team, so essentially as we went through it
 24 made sense just from a management standpoint,
 25 so it's really myself and Tony.

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<p>1 JOHNSON, Q.C.:</p> <p>2 Q. And how about the completion of the resource</p> <p>3 and budget assessment for its execution?</p> <p>4 MS. DALLEY:</p> <p>5 A. Yes, we're doing that on an annual basis as we</p> <p>6 take the initiatives through, so it's rolling</p> <p>7 into our annual planning and budget cycle.</p> <p>8 JOHNSON, Q.C.:</p> <p>9 Q. Okay. And then scoping and securing external</p> <p>10 support is required, okay, I'm fine with the--</p> <p>11 and then the regulatory reporting and updates</p> <p>12 to the Hydro leadership team, is that</p> <p>13 happening?</p> <p>14 MS. DALLEY:</p> <p>15 A. Yes, it is.</p> <p>16 JOHNSON, Q.C.:</p> <p>17 Q. So let me just ask you as well then, if we</p> <p>18 come back a little bit to some of the yearly</p> <p>19 steps that were envisioned in the document,</p> <p>20 page 13 of 19. So this is the initiative's</p> <p>21 map, as I understood it, these were the,</p> <p>22 obviously it said there the near term</p> <p>23 priorities and I think was there 15 in all</p> <p>24 there I see?</p> <p>25 MR. LYE:</p>	<p>1 Q. Okay. Which are ongoing?</p> <p>2 MR. LYE:</p> <p>3 A. Oh, sorry, the ongoing one is to develop a</p> <p>4 long-term business case, complete AMR which</p> <p>5 Ms. Dalley talked about earlier this morning.</p> <p>6 JOHNSON, Q.C.:</p> <p>7 Q. Okay.</p> <p>8 MR. LYE:</p> <p>9 A. The other one is we're looking at a way to</p> <p>10 formalize our after-hour support, that would</p> <p>11 be the other one that's under discussion right</p> <p>12 now.</p> <p>13 JOHNSON, Q.C.:</p> <p>14 Q. I see, so that would be the call centre, would</p> <p>15 that be what we were talking about there, the</p> <p>16 after-hour support?</p> <p>17 MR. LYE:</p> <p>18 A. Yes.</p> <p>19 JOHNSON, Q.C.:</p> <p>20 Q. I see. And if you continue on, 7.2.2, this is</p> <p>21 a list of deliverables for 2015. I guess</p> <p>22 we're late in 2015 now, which of these are</p> <p>23 left to be done?</p> <p>24 MR. LYE:</p> <p>25 A. What I have here is No. 12 is implement a</p>
<p>1 A. 18.</p> <p>2 JOHNSON, Q.C.:</p> <p>3 Q. Go ahead.</p> <p>4 MS. DALLEY:</p> <p>5 A. Sorry, I didn't hear what you said last going</p> <p>6 off.</p> <p>7 JOHNSON, Q.C.:</p> <p>8 Q. I think there were 15--or 18 actually, it</p> <p>9 goes, it continues on, okay, and in terms of</p> <p>10 these priorities, are you able to say which</p> <p>11 ones are still left to do? How is that, would</p> <p>12 that be fair?</p> <p>13 MS. DALLEY:</p> <p>14 A. I think the, I'm trying to think of a best way</p> <p>15 to do that. That was 2015, so we can</p> <p>16 certainly walk through them and I can give you</p> <p>17 a status on them.</p> <p>18 JOHNSON, Q.C.:</p> <p>19 Q. Yeah, just briefly, I'm not looking for -</p> <p>20 MS. DALLEY:</p> <p>21 A. So I'm looking to my esteemed colleague here</p> <p>22 on my left who shepherds these things and</p> <p>23 tells me in technical detail there are two</p> <p>24 ongoing and the rest are complete.</p> <p>25 JOHNSON, Q.C.:</p>	<p>1 process and software to track customer</p> <p>2 interactions, that's ongoing, it's not</p> <p>3 complete. The other one is, sorry, that's the</p> <p>4 only one I have here. I'll just do another</p> <p>5 review. Oh yes, sorry, No. 13 is not marked,</p> <p>6 that's the implement a process to establish</p> <p>7 transaction surveys as part of a broader</p> <p>8 research and insight's plan, which Ms. Dalley</p> <p>9 spoke about earlier. Let me just scan this</p> <p>10 right quickly for you, Mr. Johnson, and we're</p> <p>11 still working on action plan No. 16 from the</p> <p>12 customer satisfaction survey.</p> <p>13 JOHNSON, Q.C.:</p> <p>14 Q. Just if we could go back for a moment to the</p> <p>15 hours in the test year, in your case Ms.</p> <p>16 Dalley, in that regard I'll just turn up the</p> <p>17 Grant Thornton report at page 70. We see in</p> <p>18 the test year for 2014 that you have 979 hours</p> <p>19 in and in the test year 2015, it reduces</p> <p>20 rather dramatically to 266, and just first of</p> <p>21 all, do I understand you to say you didn't</p> <p>22 provide any input into these forecasts, is</p> <p>23 that right?</p> <p>24 MS. DALLEY:</p> <p>25 A. That's right.</p>

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<p>1 JOHNSON, Q.C.:</p> <p>2 Q. Okay, and why, I'm sort of curious about why</p> <p>3 you would have no role in indicating what</p> <p>4 amount of time you'd be expected to spend, do</p> <p>5 you know why?</p> <p>6 MS. DALLEY:</p> <p>7 A. I can't answer that. I don't know, I would</p> <p>8 expect that I would.</p> <p>9 JOHNSON, Q.C.:</p> <p>10 Q. Yes, right. And so the 2015 test year</p> <p>11 forecast at 266, does that number look like a</p> <p>12 number that you would say that's the number it</p> <p>13 should have there?</p> <p>14 MS. DALLEY:</p> <p>15 A. No.</p> <p>16 JOHNSON, Q.C.:</p> <p>17 Q. It doesn't.</p> <p>18 MS. DALLEY:</p> <p>19 A. It would be higher than that. I spend a</p> <p>20 considerable amount of my time on Newfoundland</p> <p>21 and Labrador Hydro business.</p> <p>22 JOHNSON, Q.C.:</p> <p>23 Q. Okay. So do you know what that 2015 test year</p> <p>24 estimate is meaning to capture?</p> <p>25 MS. DALLEY:</p>	<p>1 MS. DALLEY:</p> <p>2 A. It is and that's very low, the majority of my</p> <p>3 time that year was spent on Muskrat Falls.</p> <p>4 JOHNSON, Q.C.:</p> <p>5 Q. And in terms of the test year of 2014, the 979</p> <p>6 hour figure, again I think this is based off</p> <p>7 your 2014 actuals, pretty much I think what</p> <p>8 you've indicated.</p> <p>9 MS. DALLEY:</p> <p>10 A. Sorry? The 2014 test year is based off the</p> <p>11 actuals?</p> <p>12 JOHNSON, Q.C.:</p> <p>13 Q. Yes.</p> <p>14 MS. DALLEY:</p> <p>15 A. Yes, that's how I understood.</p> <p>16 JOHNSON, Q.C.:</p> <p>17 Q. Yeah, because in the actuals we see 978 hours</p> <p>18 there and I'd say, I'd put to you that it</p> <p>19 would be a large number of hours out of the</p> <p>20 978 actuals in 2014 that were taken up with</p> <p>21 the events of January, would that be true?</p> <p>22 MS. DALLEY:</p> <p>23 A. I think they would have been for the month of</p> <p>24 January, around the initial response and the</p> <p>25 initial work. Following that there would have</p>
<p>Page 214</p> <p>1 A. No, I don't.</p> <p>2 JOHNSON, Q.C.:</p> <p>3 Q. If we go back to your 2013 actuals, do I read</p> <p>4 that right, 496, 496.5.</p> <p>5 MS. DALLEY:</p> <p>6 A. For 2013?</p> <p>7 JOHNSON, Q.C.:</p> <p>8 Q. Yeah.</p> <p>9 MS. DALLEY:</p> <p>10 A. Yes.</p> <p>11 JOHNSON, Q.C.:</p> <p>12 Q. Okay, so 2013 was that like a more typical</p> <p>13 year, is that what you're trying to say or--I</p> <p>14 mean, that actually records what you -</p> <p>15 MS. DALLEY:</p> <p>16 A. In 2013 I spent almost five months of the year</p> <p>17 on maternity leave, so that wouldn't be</p> <p>18 necessarily reflective.</p> <p>19 JOHNSON, Q.C.:</p> <p>20 Q. Okay. Were you in the role in 2012?</p> <p>21 MS. DALLEY:</p> <p>22 A. Yes, I was.</p> <p>23 JOHNSON, Q.C.:</p> <p>24 Q. And this is recording your actual time in</p> <p>25 2012, I take it?</p>	<p>Page 216</p> <p>1 been, I mean, around the inquiries and things</p> <p>2 like that, I didn't capture it separately.</p> <p>3 JOHNSON, Q.C.:</p> <p>4 Q. Right.</p> <p>5 MS. DALLEY:</p> <p>6 A. So I don't know what the delta would be around</p> <p>7 that, but there would certainly be a portion</p> <p>8 of it that would be attributed to that, but</p> <p>9 also to the significant amount of work that</p> <p>10 year on the customer service strategy that</p> <p>11 we're discussing as well and on other areas of</p> <p>12 the business, the CDM portfolio et cetera.</p> <p>13 JOHNSON, Q.C.:</p> <p>14 Q. Right. I mean, certainly the impact of and</p> <p>15 the work necessary for the outages, that would</p> <p>16 have been felt by you well beyond January,</p> <p>17 would it not?</p> <p>18 MS. DALLEY:</p> <p>19 A. That's what I was saying, that certainly the</p> <p>20 inquiries and some of the follow-up work, but</p> <p>21 a lot of that work, for example around the</p> <p>22 customer service strategy, the preparation of</p> <p>23 that work, the ongoing management business, et</p> <p>24 cetera, would be part of that.</p> <p>25 JOHNSON, Q.C.:</p>

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<p>1 Q. Yes. So every--you indicated that you were 2 doing 18 hour days. 3 MS. DALLEY: 4 A. During the outages? 5 JOHNSON, Q.C.: 6 Q. During the outages, is that right? But would 7 you be billing 18 hour days into the system? 8 MS. DALLEY: 9 A. No. 10 JOHNSON, Q.C.: 11 Q. No. It wouldn't be like that, would it? 12 MS. DALLEY: 13 A. No, it's not like that on a routine basis, we 14 capture 37 1/2 hours in timesheets and very 15 rarely does 37 1/2 hours is what's manifested 16 over the course of a week, but that's the 17 nature of our policy, we capture 37 1/2, the 18 rest sits outside. 19 JOHNSON, Q.C.: 20 Q. So in terms of, I take it that any hours that 21 you would have recorded as actual hours that 22 had to do with the outages and the outage 23 inquiry, that would have been--that would have 24 been, I take it, no doubt billed to Hydro's 25 account, would that be right?</p>	<p>1 piece of work that we would have budgeted for 2 and planned for in advance. It was in 3 response to the supply disruptions. 4 JOHNSON, Q.C.: 5 Q. If I could turn to a matter of CDM for a 6 moment and not saying we won't revisit some of 7 these things at some point. 8 MS. DALLEY: 9 A. I'll still be here. 10 JOHNSON, Q.C.: 11 Q. In terms of the--there seems to be a pretty 12 poor uptake in isolated and the L'ance au Loup 13 systems as regards the CDM offering and just 14 in that regard, if I could turn you to NP-104 15 and just to get your view points on that. In 16 this RFI Hydro was asked to complete a table 17 providing the conservation demand management 18 expenditures for each of the Hydro rural 19 systems and if you go a little bit further 20 into the text, it indicates at line 5 that 21 participation in provincially offered programs 22 by customers on these systems is minimal and 23 the cost of these systems are negligible and 24 are therefore not separated out here. And 25 then in like view if you go over to the next</p>
<p>Page 218</p> <p>1 MS. DALLEY: 2 A. Yes. 3 JOHNSON, Q.C.: 4 Q. You indicated earlier that the \$440,000 that 5 was expended on the winter readiness public 6 campaign, the media and the mailouts, et 7 cetera, that that's not a part of revenue 8 requirement and were you part of discussions 9 about that not being part of revenue 10 requirement? 11 MS. DALLEY: 12 A. I would have been part of the budgeting 13 process which determined the revenue 14 requirement. 15 JOHNSON, Q.C.: 16 Q. Okay, and do you recall discussions as to why 17 that would not have been part of revenue 18 requirement? 19 MS. DALLEY: 20 A. Generally when we do the planning from a 21 budget perspective, we look at, you know, the 22 various, I guess, buckets of work that are to 23 be done and that program, when we developed 24 it, it was late 2014, so it was a part of the 25 revenue requirement. It wasn't a planned</p>	<p>Page 220</p> <p>1 RFI, which would be NP-105, and go down a bit 2 further, it shows the savings in megawatt 3 hours by Hydro's rural systems and again, if 4 you scroll further into the text, it indicates 5 that the participation by customers on these 6 systems is minimal and the savings to these 7 systems are negligible. And why is that the 8 case and can you speak to that? 9 MR. BROPHY: 10 A. Okay, so what that means is the participation 11 in the provincial programs that are offered 12 jointly by Hydro and Newfoundland Power and 13 those would be the--up until, I guess the end 14 of 2014 they would have been the Windows 15 Program, the Thermostat Program and the 16 Installation Program and in the isolated 17 diesel areas, these programs are geared 18 towards customers with electric heat, so it 19 would be a lower penetration of customers with 20 electric heat, particularly in the isolated 21 diesel areas. And as well we are doing the 22 specific isolated systems program where we 23 actually go into the communities and install 24 products for customers. 25 JOHNSON, Q.C.:</p>

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<p>1 Q. Okay. And in that regard if I could bring you 2 to IN-NLH-009. This provides the isolated 3 systems community program, five-year plan. 4 It's at attachment No. 2. And in particular 5 I'm looking at page 35 of 53. Now I guess 6 this provides a description of that particular 7 program, I take it. Now, if we look down 8 through this document, "The target market is a 9 program that targets residential and 10 commercial customers in Hydro's isolated 11 systems, including isolated diesel systems on 12 the island and in Labrador and the L'ance au 13 Loup system. Eligibility for specific 14 components of the program will be determined 15 on a per customer basis", et cetera. And if 16 we go to page 36 of 53, at the bottom, it 17 gives the estimated cost and energy savings 18 for the program, and have these estimated 19 savings, were these targets met? I'll call 20 them targets, but they were just estimates, I 21 guess.</p> <p>22 MR. BROPHY: 23 A. They were estimates at the time, yes, and our 24 targets for the isolated community program and 25 I can only speak for 2014 and '15 right now</p>	<p>1 in terms of offering CDM, conservation, 2 potential suggestions to customers in these 3 communities? 4 MR. BROPHY: 5 A. I don't understand your question when you say 6 a "lot of different programs". 7 JOHNSON, Q.C.: 8 Q. Well, let's put it this way - 9 MR. BROPHY: 10 A. Are you referring to programs outside of what 11 we already offer? 12 JOHNSON, Q.C.: 13 Q. Well, let me just bring you to a document then 14 for a second, NP-NLH-098 and attachment No. 2 15 and page 7 of 10, section 2.2. There you go. 16 So this was--this is a paragraph provided in a 17 rural deficit summary of specific initiatives 18 that Hydro filed and it states, "The high cost 19 of generation in isolated diesel communities 20 and growing system load in the L'ance au Loup 21 system provides opportunity for Hydro to 22 implement aggressive programs for energy 23 efficiency." And I took from that that there 24 was a lot of opportunity to drive efficiency 25 in these communities because of the fact that</p>
<p>1 because I wasn't in this position prior to, 2 but our targets are being met for isolated 3 communities. 4 JOHNSON, Q.C.: 5 Q. Okay, well maybe what I can get you to do is 6 undertake to provide what the estimates were 7 and the targets were versus, for each of these 8 years and the actual results, would that be 9 okay? 10 MS. DALLEY: 11 A. Just give us a second because we may have it 12 handy. 13 JOHNSON, Q.C.: 14 Q. Is that okay? 15 MR. BROPHY: 16 A. Yes. 17 MS. GLYNN: 18 Q. Noted on the record. 19 JOHNSON, Q.C.: 20 Q. And just a question, does Hydro, as I 21 understand it, Hydro is quite aware that, with 22 the high cost of diesel generation in these 23 isolated communities, that a lot of different 24 type of programs would work and make sense 25 from an economic point of view, is that fair,</p>	<p>1 there--the price for generating the power so 2 high, that a lot of modalities could make 3 economic sense, is that fair? 4 MR. BROPHY: 5 A. That's correct and the next sentence explains 6 of the two different programs that we just 7 talked about. 8 JOHNSON, Q.C.: 9 Q. Right, right. 10 MR. BROPHY: 11 A. That we undertake. 12 JOHNSON, Q.C.: 13 Q. Right, and so we find a description there, now 14 is that isolated system community energy 15 efficiency program still ongoing? 16 MR. BROPHY: 17 A. Yes, it is. 18 JOHNSON, Q.C.: 19 Q. It's still ongoing, okay. And does Hydro 20 have--has Hydro set actual targets as to the 21 number of customers that it will sign up for 22 programs and the amount of savings that it 23 will try to achieve, say in each community 24 where these customers live? Do you have 25 things that you can say, look, guys, this is</p>

<p style="text-align: right;">Page 225</p> <p>1 our goal for this, we're going to measure 2 ourselves against this and see if we're 3 performing it. Do you folks do it in that 4 fashion? 5 MR. BROPHY: 6 A. We set energy savings targets for those. 7 JOHNSON, Q.C.: 8 Q. Across the systems. 9 MR. BROPHY: 10 A. For these two particular programs, we do set 11 energy savings targets. For the isolated 12 systems community program, we set an energy 13 savings target and we actually have 14 representatives go train and employ 15 representatives in the community to go into 16 the community and deliver information and 17 products to the customers and basically we 18 target as many people as we can get because 19 we're going door to door and as I explained, I 20 guess, in the opening remarks, we're at 83 21 percent. 22 JOHNSON, Q.C.: 23 Q. Right. And so there is actually a performance 24 target that you set in each year of the 25 program, would that be an actual -</p>	<p style="text-align: right;">Page 227</p> <p>1 A. Yes, all isolated diesel communities, yeah. 2 JOHNSON, Q.C.: 3 Q. Okay. Mr. Chairman, it's very close to the 4 hour. So, I think I'll resume with the Panel 5 tomorrow. 6 CHAIRMAN: 7 Q. Okay, we're adjourned until tomorrow morning. 8 Upon conclusion at 1:26 p.m.</p>
<p style="text-align: right;">Page 226</p> <p>1 MR. BROPHY: 2 A. Yes, we set an energy savings megawatt hour 3 target for those programs. 4 JOHNSON, Q.C.: 5 Q. And is there any breakdown, like by community, 6 for instance, in terms of how you set your 7 targets and say, look, we're going to try to 8 accomplish something in Rigolet? 9 MR. BROPHY: 10 A. Yes, there are. 11 JOHNSON, Q.C.: 12 Q. And targets by communities? 13 MR. BROPHY: 14 A. Well, in the years of 2012, 2013, 2014 and 15 again 2015, we are targeting--we are not 16 targeting all communities each year, we're 17 targeting a certain number of identified 18 communities in each year, so over the three- 19 year period we've gotten into all of that. So 20 for instance, this year, we're into, I think, 21 ten communities. 22 JOHNSON, Q.C.: 23 Q. Okay, and that would be isolated in Labrador 24 and as well, on the Island? 25 MR. BROPHY:</p>	<p style="text-align: right;">Page 228</p> <p>1 CERTIFICATE 2 I, Judy Moss, hereby certify that the foregoing is a true 3 and correct transcript of a hearing in the matter of 4 Newfoundland and Labrador Hydro's General Rate 5 Application heard on the 23rd day of November, A.D., 2015 6 before the Commissioners of the Public Utilities Board, 7 St. John's, Newfoundland and Labrador and was transcribed 8 by me to the best of my ability by means of a sound 9 apparatus. 10 Dated at St. John's, Newfoundland and Labrador 11 this 23rd day of November, A.D., 2015 12 Judy Moss</p>

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