

Q. Please describe methods, techniques, channels, and procedures used to communicate customer research and customer satisfaction results internally and externally. Include examples of recent internal and external communications, reports and summaries.

A. Newfoundland Power communicates information related to customer research and customer satisfaction on a routine basis. Several techniques and channels are used to communicate this information both internally and externally. These include:

Internal

- Employee News Releases (internal announcement channel)
- Connected (internal employee blog)

External

- Annual reports (posted on the Company's website)
- Annual Conservation and Demand Management ("CDM") Reports to the Board of Commissioners of Public Utilities of Newfoundland and Labrador ("PUB")
- External reports and presentations as required¹

See the following attachments for examples:

Attachment A: Employee News Release: *Customers Rate Our Performance in Q1*, April 30, 2014

Attachment B: Connected Blog: *And the winner is...*, March 27, 2014

Attachment C: Connected Blog: *Survey says...*, March 27, 2014

Attachment D: Connected Blog: *What do customers want?* June 2, 2014

Attachment E: *Newfoundland Power Annual Report 2013*, Report on Operations, page 6

Attachment F: *Newfoundland Power 2013 CDM Report*, Section 2.2: Customer Surveys, page 2, March 31, 2014

Attachment G: *Liberty Consulting Presentation*, Customer Satisfaction, February 10, 2014

¹ For example, see **Section B.3.2.4** of Newfoundland Power's Interim Report, *An Investigation and Hearing Into Supply Issues and Power Outages on the Island Interconnected System by the Board of Commissioners of Public Utilities of Newfoundland and Labrador*, March 24, 2014.

**Employee News Release:
Customers Rate Our Performance in Q1
April 30, 2014**



Employee News

April 30, 2014

Customers Rate our Performance in Q1

Each quarter we reach out to our customers in the form of a survey to gauge our performance. The results from our first quarter survey are in and our customers have given us an 82% satisfaction rating.

The satisfaction score is comprised of 4 main areas:

- Public perception, or general satisfaction with Newfoundland Power
- Contact Centre performance
- Field service performance
- Web service satisfaction

Our general satisfaction score was significantly lower than normal, primarily due to customers' reactions to rotating power outages in early January. Overall customers scored us 79% in this area. However, when customers rated us on actual interactions had with the Company, there are noticeable increases in the satisfaction score.

Overall satisfaction with our Contact Centre performance was 91%, field services scored 92% and web services received a rating of 83%.

"I'd like to pass along a sincere thank you to all those who work to provide a positive experience for customers who interact with us," says Peter Collins, Manager, Customer Relations and Information Services. "We are moving in the right direction but need to continue to work hard and demonstrate to our commitment to customers."

"These ratings are reassuring signs that providing excellent service to our customers is one of the things we do well," said Peter. "But we can get better. To do this we must understand that customer service is not just the responsibility of the Customer Service Department. We all have a role to play. Each interaction with an employee is an interaction with the Company. You make us who we are."

In other words...



**Connected Blog:
And the winner is...
March 27, 2014**

 ConnectedMarch
27

And the winner is.....

by McCarthy, Karen  on 3/27/2014 2:50 PM[Edit](#)

After the big power outages in January, Customer Service and Corporate Communications did some research through an external company to find out whether or not "how" and "what" we communicated during that period was done so in a way that made sense to customers. What did they remember being said? Where did they get their information?

One of the more interesting things which we learned from the survey was that the large majority of people go to radio as the most relied upon source for information during the January outages – 74%. This is followed by customers going to the NP website, and subsequently to NP social media channels. 55 years+ customers were very heavy users of VOCM specifically at (88%).

We also learned that 18-34 year olds were the strongest users of social media and were very dedicated to retrieving information regularly from this medium.

Furthermore, survey results indicated that what people remembered hearing at the time related to where to find information on outages, and the "conserve, conserve, conserve" message.

All very interesting. Will help us plan our customer/public communication in future for sure.

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Connected Blog:
Survey says...
March 27, 2014



Survey says....

[Edit](#)

by McCarthy, Karen on 3/27/2014 2:51 PM

We asked customers if they practiced any conservation measures back in January during the big outages. We're pretty impressed that 87% of those surveyed said they did react to our request to conserve. So....we asked 'what did you actually do?' 74% said they turned off their lights; 47% said they turned down their heat; 47% said they washed their clothes/dishes in off peak hours; and 27% said they unplugged their appliances. Not bad.

Of real interest, however, is that customers said they have continued with many of the conservation measures even after the big outages-albeit to a lesser degree. 45% say they are still turning off their lights (at least as of when the survey was conducted in February); 24% say they are still turning down the heat; 16% say they are still washing clothes/dishes in off peak hours; and 6% say they are still unplugging appliances.

Those who said they did not respond at all to conserve actions in January indicated they are "already conserving".

Interesting stuff, huh?

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Connected Blog:
What do customers want?
June 2, 2014



Connected

June
02

What do customers want?

by McCarthy, Karen on 6/2/2014 4:44 PM

[Edit](#)

Heads up everyone. We wanted you to know that we (and Hydro) are in the middle of joint research with residential and commercial customers so we can learn more about their information needs prior to, during and after power outages. It all kicks off this week with focus groups in St. John's, Sunnyside, Clarendville, Triton and Rocky Harbour. Following that we'll do a telephone survey with residential customers, and an online survey with commercial customers. Already a dozen business organizations have agreed to help us promote the commercial survey to their members.

Last week we also met with a large number of key emergency response stakeholders. And, to top it all off, our own Lisa Young is conducting a best practices review of customer service in utilities in North America.

Customer expectations of the electricity system, how they respond to conservation requests and more will be explored. We will finish the project over the summer and use the information to guide our customer service and communications initiatives beginning Fall 2014.

So...if you hear of friends and family receiving calls about the electricity system you'll know why!

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A Plan.

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Progress is a choice. A strategic plan that satisfies costumers, answers their questions and addresses their concerns makes a lot of sense to me. Great Job!

Curran, John on 6/9/2014 9:18 AM

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**Newfoundland Power 2013 Annual Report
Report on Operations, Page 6**

REPORT ON OPERATIONS



Newfoundland Power had its best year on record in terms of safety and reliability in 2013. We also made strides toward improving the service we provide, educating our customers about energy efficiency and creating a more dynamic workplace. Economic activity in Newfoundland and Labrador continued to be strong in 2013. Newfoundland Power connected 5,300 new customers throughout the year.

Our customers experienced an overall average decrease in electricity rates of approximately 3.1%, effective July 1, 2013. This reflects the combined impact of the annual operation of the Rate Stabilization Account and the Newfoundland and Labrador Board of Commissioners of Public Utilities (PUB) Rate Order.

Our earnings for 2013 were \$49.4 million, an increase of \$12.8 million over 2012. This increase was due to a one-time income tax recovery. Electricity sales for 2013 increased by 111 gigawatt hours (GWh), or approximately 2.0% compared to 2012.

We are proud to report that our safety record is continuing to show improvement. We recorded four medical treatment injuries and two lost time injuries, resulting in 15 calendar days lost from work for 2013. This results in our best safety performance on record.

The majority of our safety efforts throughout the year were dedicated to: minimizing the safety risk associated with new, less experienced employees joining our team; and, preventing public contacts with the electricity system.

As retirements continued in 2013, the percentage of our workforce with less than ten years of experience grew. It is expected that by 2017, approximately 50% of our employees will have less than ten years of experience, compared with 15% in 2007. We have been careful to address potential safety related issues resulting from this transition. New initiatives include tailored training for specific job classifications, job shadowing and mentorship programs pairing new employees with more experienced employees, as well as leadership coaching throughout our management and supervisory teams.

We remain relentless in our pursuit to keep those working near our power lines safe. We are working toward preventing public contacts through strengthening partnerships with safety leaders, such as the Heavy Civil Association of Newfoundland and Labrador and the Newfoundland and Labrador Construction Safety Association. We also worked to publicly emphasize the danger associated with power line contacts through participating in industry conferences and forming working groups.

Our customers gave us an average customer satisfaction rating of 86% for the year. We remain committed to achieving the next level of service excellence and surpassing customers' expectations. Customer service improvements in 2013 involved improving the access, accuracy and timeliness of the information we provide to our customers.

On January 11, 2013, an electricity system issue resulted in the loss of two of the three generating units at Newfoundland and Labrador Hydro's (Hydro) Holyrood Generating Station. This caused a wide spread outage to more than 170,000 customers across the island. We worked together with Hydro to restore power to the majority of affected customers within 24 hours,

**Newfoundland Power 2013 CDM Report
Section 2.2: Customer Surveys, Page 2
March 31, 2014**

In 2013, 89% of customers chose electronic means of communication with the Company to obtain information on energy conservation and rebate programs. This is consistent with promotion of the *takeCHARGE* website as the primary resource for customer inquiries and information. Customer visits to the *takeCHARGE* website grew by 55% from 2012 to 2013.

2.2 Customer Surveys

Newfoundland Power's annual survey of customer awareness and conservation practices for 2013 revealed that customer interest in energy conservation remains high, with 61% of respondents indicating they make regular and consistent efforts to conserve. The survey results also confirm that saving money remains customers' primary motivation for conserving electricity, with 94% citing this as their primary motivation.

According to the 2013 survey, customers' awareness of the *takeCHARGE* Energy Savers rebate programs increased to 64% of those surveyed in 2013, from 54% in 2012. Approximately 19% of respondents were motivated to make energy efficient changes to their home after they saw the *takeCHARGE* advertising campaigns. Approximately 20% of those surveyed indicated they would likely take part in one of the rebate programs in the coming year.

In 2013, one in every four customers surveyed (25%) was aware that *takeCHARGE* had a website offering information on energy savings, tips and rebates. This represented an increase over awareness levels in 2012 when 19% of customers were familiar with the site.

The supply issues and power outages in early January 2014 highlighted the issue of customer interest in conservation. According to a customer survey commissioned by Newfoundland Power following the January outages, 87% of customers surveyed practiced conservation measures during the January 2nd -8th, 2014 period.² Of the survey respondents who didn't engage in additional conservation measures, 38% said it was because they always conserve. Many customers who responded to conservation requests during the January outages continued to conserve thereafter, with 45% of respondents turning off lights and 24% turning down their heat for conservation purposes.

3.0 CDM Programs

Newfoundland Power's CDM program portfolio provides residential and commercial customers with conservation and demand management incentives that result in quantifiable energy and demand savings. Appendix A provides a detailed description of the individual residential and commercial *takeCHARGE* rebate programs.

3.1 Residential Energy Conservation

In 2013, the Company offered four residential customer energy conservation programs. Those customer energy conservation programs for (i) ENERGY STAR windows, (ii) insulation, (iii) high performance thermostats, and (iv) heat recovery ventilators ("HRVs") are bundled together for marketing purposes as the *takeCHARGE* Energy Savers. The primary objectives of these

² This survey was conducted by MQO Research. The survey included communities in the eastern areas which were primarily affected by the outages January 2-8th 2014.

**Liberty Consulting Presentation
Customer Satisfaction
February 10, 2014**

Customer Satisfaction

