EB-2020-0043 – Interrogatories – Lean Organization

1. EB-2014-0099 – Exhibit 1 – Operating expenses

Page 85 - Line - 4 - The universal trend in business is for each employee to do more and to be available at any time to respond to problems. NBHDL has been able to handle this with very little impact to the business and its employees.

Page 12 – Line 24 - 4.3 - Maintain consistent staffing levels in accordance with succession plan.

Target: Fifty (50) full-time employees equivalent or less.

Note: This has been changed in this application - Exhibit 1 – Page 142

"4.3 - Maintain staffing levels in accordance with the 2021 rate application.

Target: Execute as per the resource plan contained in the 2021 rate application."

2. EB-2014-0099 - Exhibit 4 – Operating expenses

Page 6 – Line 24 - NBHDL has managed all of this increased workload without hiring a large number of new employees

Page 6 – Line 29 - To achieve this objective, NBHDL is managing to a target of maintaining 50 full-time employee equivalent or less.

Page 21 – Line 42 - NBHDL works very hard to manage its permanent staff complement levels however some small changes have been required to manage workload, reduce overtime and prevent staff **burnout**.

Page 40 – Line 32 - The potential for employee **burnout** caused NBHDL to add an additional resource in the accounting area.

Page 44 – Line 16 - NBHDL currently has a complement of 48 employees and will maintain this complement level to deliver the 2015 Test Year programs

Page 51 – Line 2 - As per table 4-13 below NBHDL's more significant employee challenge has not been expanding the workforce, it has been managing employee turnover primarily due to retirements. To achieve this objective, NBHDL is managing to a target of maintaining 50 full-time employee equivalents or less.

Page 67 – Line 5 - NBHDL is also proposing to not increase its staffing levels. Incremental workload will be handled through efficiency improvements.

3. There are no references in EB-2014-0099 to a "lean" workforce