

Chartwell Directors' Strategic Council



Year in Review

November 2021 - October 2022

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**ALWAYS START AT THE
END BEFORE YOU BEGIN.**

Robert Kiyosaki



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Introduction

The Directors' Strategic Council is a forum for utility directors or their equivalents to:

- Build a network of utility peers they can consult with
- Discuss current and future needs, share lessons learned, and collaborate on problem solving
- Get access to strategies and best practices from experts both within and outside the industry

How this is valuable

- Strategic and future focused topics
- Actionable results
- Cross-functional perspectives
- Peer-to-peer networking with utility directors and above
- Confidential discussions
- Director-driven agenda, topics, and speakers with actionable outcomes
- Industry best practices and outside industry experts
- Premium level concierge service

How it works

- Annual in-person meeting ~ 0.5 to 1.5 Days in the 1st quarter of the year
- Bi-monthly video conferences ~ 2 hours
- Membership includes 2 seats with option to purchase additional seats
- Industry and outside presentations, networking, strategic discussions, break outs by functional area, and problem solving
- Member portal with member directory, call recordings, slides, and resources
- Access to an expansive network of cross-functional utility directors
- Real-time exchanges via chat and one-on-one calls with fellow directors

Major themes

- Strategic and resource planning
- Leadership development and excellence
- Customer centricity
- Continuous business improvement

Agenda topics

- Innovative ways to deploy and leverage existing or new technologies
- Customer engagement/satisfaction, KPIs and leveraging data to make informed decisions
- Creating and/or refining strategic roadmaps
- Strategic adoption, prioritization, decommissioning of channels and platforms
- Project prioritization, business case development, resource acquisition
- Building and sustaining a customer-centric culture
- Organizational and employee development, career pathing
- Driving corporate strategy into the organization
- Organizational/operational efficiencies, process optimization, reducing O&M
- Forecasting, budget planning and management
- Sustainability, electrification, EVs, corporate responsibility

PROPRIETARY AND CONFIDENTIAL



Directors' Strategic Council Team



Scott Johnson
Vice President
sjohnson@chartwellinc.com

Scott oversees research, events, and customer engagement. He is an accomplished researcher and frequent speaker at utility industry conferences.



Steve Waters
Senior Research Manager
swaters@chartwellinc.com

Steve manages Chartwell's CX and Directors' councils. He has over 20 years of utility industry experience in IT, Corporate Communications, and Marketing.



Jennie King
Principal Consultant
jking@chartwellinc.com

Jennie brings 39 years of utility industry experience to Chartwell. She is accomplished in many areas including customer service, research, insights, and experience.



Steve Brophy
Senior Consultant
sbrophy@chartwellinc.com

Steve has 38 years of utility industry experience. He is well-versed in customer service and experience, digital analysis, distribution operations, and leadership.



Russ Henderson
Director of Research and Councils
rhenderson@chartwellinc.com

Russ directs Chartwell's research, events and facilitated peer group networking. Russ is an experienced researcher and facilitator who speaks frequently at utility industry events.

HIGHLIGHTS

November 2021 – Strategic Roadmaps, Dashboards, and KPIs

- Strategic Roadmaps - Strategic Roadmaps should be driven by clear objectives and measurable business value
- KPI's - KPI Performance must be communicated clearly and timely. For best performance, connect to specific teams and individual performance.
- Sample CX Dashboards in Directors' online portal in Chartwell website

January 2022 – Operational Efficiencies and O&M Reductions

- O&M - To reduce O&M labor, ensure CX and Digital resources are charging labor to capital projects that they support.
- O&M - Eliminate technical debt costs and explore ways to capitalize digital license costs.
- O&M - Review organizational structure to align support and back office functions where possible.
- KPI's - Ensure KPI's are data driven and meaningful for each level of the organization
- Strategic Roadmaps – Use voice of the customer to identify opportunities
- Strategic Roadmaps – Assess weight and rank projects based on metrics such as C-sat, cost, etc.

March 2022 – ANNUAL MEETING - Customer Centricity

- Neil Dempster of Clearview Performance Systems Workshop on building a CX culture in your organization
- Learned how to use the MBDL (More, Better, Different, Less) model to help focus on CX relevant activities that can help drive the CX culture and conversely reduce or eliminate activities that do not add value

May 2022 – Technology Strategy

- Technology Strategy – the need to improve speed to market for technology solutions is driving the industry more toward market solutions supported by vendor expertise.
- A solid data architecture and governance structure is critical to establish a foundation for determining most critical technology projects.
- Solid business knowledge is required to support development of new solutions which sometimes requires looking externally

HIGHLIGHTS cont.

July 2022 - Talent Acquisition & Retention

- Talent Landscape and Staffing - The national talent landscape is creating new challenges for utilities requiring a rethinking of ways to attract and retain talent.
- Expanded benefits, compensation, and work flexibility are required to compete for talent.
- Talent gaps and increased attrition is creating challenges for hiring and affecting SLA's impacting customers.
- Utilities are pressing CX organizations to minimize hiring to reduce O&M costs
- Staff augmentation and outsourcing is being used to bridge the gap in some front line and digital organizations.
- Utilities are hiring more people with new skills needed in the industry such as digital, Lean CI, and data analytics.
- There is more emphasis on hiring employees with an aptitude for customer centricity.

September 2022 - Workforce Development & Project Prioritization

- Workforce Development - a clear leadership strategy is needed to develop co-workers with a focus on specific competencies.
- Must align employee goals with those of the organization and formalize a development plan
- Utilize the right mix of training, mentoring, and on the job learning.
- Project Prioritization - Understand and clearly define project drivers such as C-Sat, Regulatory, Cost Savings, or system "end of life" scenarios.
- Have clear definition of how and when project benefits are realized and impact on resources
- A standard business case planning process is useful to define benefits and measures.

DIRECTORS' STRATEGIC COUNCIL

November 2021 Meeting Summary

TOPIC: STRATEGIC ROADMAPS

Create roadmaps to support business objectives and customer needs; obtain/maintain buy-in across the organization

TAKEAWAYS

- Clear objective – what metrics do you want to move?
 - Call reduction (Ameren, BHE, DTE), NPS (DTE), reduce customer effort (BHE)
- Benchmark and identify areas for quantifiable improvement
- Engage stakeholders across the enterprise; communicate transparently up and down the org
 - Give outlying opinions a voice, ensure naysayers understand reasons for decisions
 - Maintain collaboration, visibility, transparency
- Rank potential initiatives by business value and level of effort to build consensus
 - Idaho Power: 1) approved projects 2) approved enhancements 3) existing support initiatives 4) innovation watchlist
- Vendors: Accenture (Ameren), EY (Ameren), McKinsey (Ameren, DTE)

RESOURCES

- Black Hills Energy CX roadmap – in *Directors' portal and Teams channel*
- NiSource Customer Transformation Roadmap – in *Portal/Teams*
- Ask **Sid Arigapudi** (DTE) and **Jeff Drahota** (BHE) about setting targets
- Ask **Kristy Lovett** (Ameren), **Jeff Drahota** (BHE), and **Gina Powell** (IP) about employee engagement
- Ask **Jean Marc Landry** (NBP) and **Ryan Donnelly** (IP) about prioritizing opportunities

TOPIC: KPIs

Create the right KPIs and communicate and utilize KPI results

TAKEAWAYS

- Multiple ways to approach KPI development
 - JDP factor indices as the basis (BHE)
 - Proprietary NPS measures developed in-house as the basis (DTE)
 - Use existing data and link to organizational goals (NiSource)
- KPI performance must be communicated to be effective; dashboards can achieve this (BHE, Idaho Power)
- Challenge: connecting KPIs to individual teams and employees; this is critical for KPIs to drive improvement

RESOURCES

- Directors' council member C-sat metrics – in *Directors' portal/Teams*
- BHE CX Dashboard sample – in *Directors' portal and Teams channel*
- Ask **Kim Schneider** (BHE) about dashboards and reducing call volumes

———— **NEXT CALL: Thursday 1/20/22 2:00-4:00 ET** ————

Directors' Strategic Council



January 2022 Meeting Summary

TOPIC: CUSTOMER AFFORDABILITY AND O&M COST REDUCTION

Strategies to reduce O&M costs to improve financial performance and customer affordability

TAKEAWAYS

- Move O&M labor costs to Capital for CX individuals supporting capital projects such as digital transformation, smart meter programs, or field construction activity.
- Outsourcing of customer service can lower costs; however, quality and C-Sat must be balanced.
- Organization Structure: for multi-state jurisdictions, adopt standard procedures and align where possible. Aligning management and support functions can result in O&M savings.
- Reducing digital technical debt can improve internal O&M labor costs; however, digital platforms in the cloud can lead to increased license fees. A robust program to manage digital licenses is important to control license costs.
- Explore opportunities to capitalize some license costs where feasible.
- A strong data platform model is important for your digital ecosystem to minimize contention with various products and vendors and reduce long-term maintenance costs.
- Cost to serve should be evaluated when considering digital channel offerings.

RESOURCES

- Ask **Kristy Lovett** (Ameren) and **Amanda Brittingham** (Ameren) about O&M labor savings
- Ask **David Quin** (Entergy), **Amanda Brittingham** (Ameren), and **Seb Oran** (Hydro Ottawa) about outsourcing
- Ask **Jennie Maier** (NiSource) and **David Quin** (Entergy) about organizational structure opportunities
- Ask **Kristy Lovett** (Ameren) about approaching digital technical debt and cloud license cost challenges
- Ask **David Quin** (Entergy) and **Kristy Lovett** (Ameren) about data platform model concerns and opportunities
- Ask **Jennie Maier** (NiSource) about digital channel evaluations

TOPIC: CLOSING THE LOOP ON KPIs, CSAT and DASHBOARDS

Create the right KPIs and communicate and utilize KPI results

TAKEAWAYS

- Have a data first mentality and use your data to derive insights needed to develop meaningful KPIs that drive results
- There are different levels of KPIs: those that capture and track at a high level and those that are at operational and specific customer interaction levels. Both are important as they have different internal audiences.
- Enterprise level KPIs are the guiding star for the overall company. Executive level leaders depend on these to keep an ongoing pulse on the health of the company from a CX perspective. Examples include JD Power, overall C-SAT, NPS, CES.
- At more tactical levels, these are more focused directly on customer interactions. Examples include email subscriptions, IVR containment, eBill enrollment, electronic payments, self-serve start/stop service requests, FCR.
- These KPIs are maintained on a corporate dashboard, updated monthly and viewable throughout the company by all employees.
- Some of these KPIs boil up to the enterprise incentive plan and goals while others which are more tactical are used for process improvements as identified through journey mapping. In fact, moving more to journey based experience KPIs helps to identify and track customer pain points.

Directors' Strategic Council



January 2022 Meeting Summary

RESOURCES

- Directors' council member C-sat metrics – in Directors' portal/Teams
- BHE CX Dashboard sample – in Directors' portal and Teams channel
- Ask **Kim Schneider** (BHE) about dashboards and reducing call volumes

TOPIC: STRATEGIC ROADMAPS

Create roadmaps to support business objectives and customer needs; obtain/maintain buy-in across the organization

TAKEAWAYS

- Benefits
 - Create alignment within your department and across the company – develop a shared vision
 - Stimulate discussion and action on unrealized opportunities – improve communication
 - Demonstrate and celebrate measurable project wins, KPI improvements, ROI
- Identify possible initiatives to support business objectives and customer needs
 - Use customer feedback to identify their expectations, pain points
 - Which of your processes and procedures are broken, costly, or unsatisfying to customers?
 - What are other utilities doing? What would you do with an unlimited budget?
 - What has your utility talked about for years but never formally pursued? New leadership can jumpstart.
- Assess, weight, and prioritize potential initiatives
 - Rank by (1) number of customers impacted (2) impact on C-Sat, NPS, (3) cost savings (4) level of effort (e.g., cross-functional resources, IT systems) (5) alignment with technology strategy
 - Consider low-hanging fruit and game-changers
- Build roadmap based on clear goals - what metrics do you want to move?
 - NiSource (1) increase self-service (2) reduce call volume (3) improve C-Sat, cost savings
 - Black Hills (1) increase C-Sat (2) reduce cost to serve (3) cut agent-handled calls 50% (4) increase self-serve
- Create a timeline
 - Group initiatives into work streams by objectives, functional area etc. with targeted dates
 - Identify dependencies and sequence appropriately (e.g., improve channel experience before marketing it)
- Develop buy-in from leadership and internal partners (e.g., field operations, IT)
 - Anchor cross functional teams around the department that owns the core process, channel etc.
 - Balance what you can control with the need to partner with other departments

RESOURCES

- Black Hills Energy CX roadmap – *in Directors' portal and Teams channel*
- NiSource Customer Transformation Roadmap – *in Portal/Teams*
- Ask **Jennie Maier** (NiSource) and **Max Carlson** or **Jeff Drahota** (BHE) about setting targets
- Ask **Black Hills** (Max Carlson, Jeff Drahota) **Jean Marc Landry** (NBP) and **Ryan Donnelly** (IP) about prioritization
- Ask **Kristy Lovett** (Ameren), **Jeff Drahota** (BHE), and **Gina Powell** (IP) about employee engagement

NEXT MEETING: Thursday 3/24/22 11:00-5:00 ET

7



Annual Meeting Guest Speaker: **Neil Dempster**

March 2022

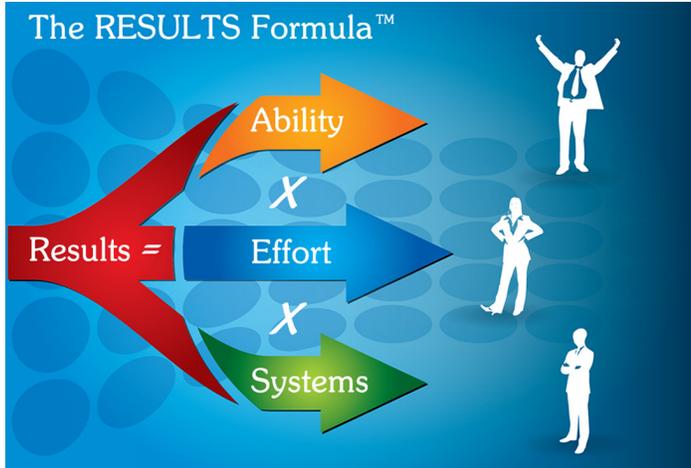
Neil Dempster, PhD, MBA Presentation Highlights ...

Your Cultural “Demarcation” is Defined by Two Boundaries.



1. Most people think that the learning never stops, however, it is really the learning OPPORTUNITIES that never stop. It is up to each of us — individually — to capitalize on these opportunities.
2. ALL the water in the world won't sink the ship ... unless it gets INSIDE (work on the 'inside' of your organization and you can weather any storm).
3. *Primus Inter Pares* (First Among Equals) is less about PROCESS and more about MINDSET.
4. You can't WALK the TALK ... until you have the TALK to WALK!
5. Behaviors Speak the Truth!™
6. LOOKING good versus BEING good.
7. Don't copy what others DO. Instead, copy how they THINK.
8. Einstein Quote: Computers are incredibly fast, accurate, and stupid. Human beings are incredibly slow, inaccurate, and brilliant. TOGETHER they are powerful beyond IMAGINATION.
9. Survey Utilization: INTENTION and BEHAVIOR are two very separate constructs. You can't infer behaviors from attitude (vis-à-vis from self-report surveys) but you CAN infer attitude from observed behaviors.
10. 'How we do it here' determines our culture. Think of Safety as a practical example.
11. People don't join organizations, they join cultures.
12. The employee's direct supervisor is the #1 influence on employee engagement and on normative patterns (the 'how we do it here' elements).
13. You can't pay people enough to CARE!
14. MINDSET will trump SKILLSET and TOOLKIT any day of the week. See CORE Bites Issue #163.
15. VABEs (Values | Assumptions | Beliefs | Expectations) drive the majority of human behaviors.

Coaching for an Extraordinary Customer Experience



Neil Dempster promised, during his session with you on March 24, to send you a comprehensive overview of how to utilize the systems depicted in the images above. This link will take you to a comprehensive description of our Results Formula, an evidence-based method to conduct employee performance diagnostics to enhance the Customer Experience.

The page you land on is an issue of CORE Bites, a weekly managerial TIPS (Techniques, Insights, and Practical Solutions) blog. This blog is a **clients-only, zero-marketing** quick-read (typically < 6 minutes) series of diverse topics to help you manage and lead more effectively.

If you are interested in receiving your own copy of this weekly blog, please sign up below. CORE Bites will be delivered to your Inbox every Tuesday morning. Each week Neil will address a unique topic and provide you with a few HVAs (High Value Activity) Action Steps to get you started. We are committed to making these HVA quick-read TIPS valuable and relevant , but if you ever want to opt-out, simply click on the link at the bottom of the CORE Bites email.

Tuesday TIPS (Techniques, Insights, and Practical Solutions)



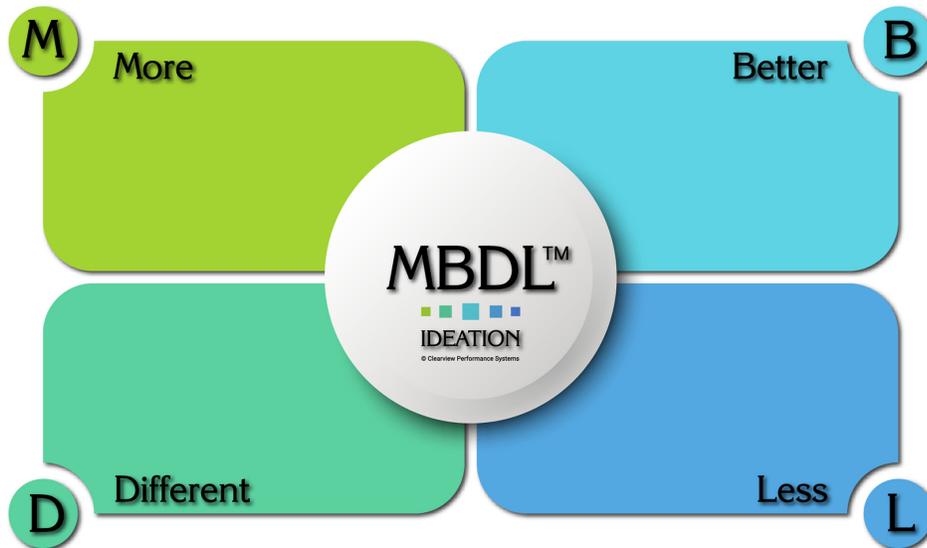
Three ways to sign up ...

1. Text "corebites" to 833-601-1100
2. Go to: <https://zc.vg/ch4v0>
3. QR Code:



MORE | BETTER | DIFFERENT | LESS Exercise

Assignment: Based on your professional experiences, as well as on what you've learned here today (March 24, 2022), use the MBDL ideation system to determine what you will do MORE, BETTER, DIFFERENT, and LESS to build and/or enhance your customer-centric culture.



MORE (Verbatims): MORE of the activities you're already doing well

Team Power Players

- Focus on Supervisors
- Employee recognition for outstanding customer service
- Customer service moments (like Safety Minutes)

Team Cross Border Customer Warriors

- More opportunities to provide feedback in the moment
- More Communication with customers on outages
- More participation in collaborative experiences like this
- Reward and recognize behaviors we want to see more of
- More celebration
- More connections between OPs and Customer Care
- Increase focus on customer feedback

Team CX

- More collaboration with front line on improvement opportunities
- Having more visibility to customer KPI's
- Listen to employee feedback
- Having executives listen to customer calls
- Set the culture through action

Team Customer Rocks

- More refresh (ongoing) training
- Customer-focused decision making; leverage VOC
- Values in Action/Behaviors
- More data-driven business decisions at the leadership level

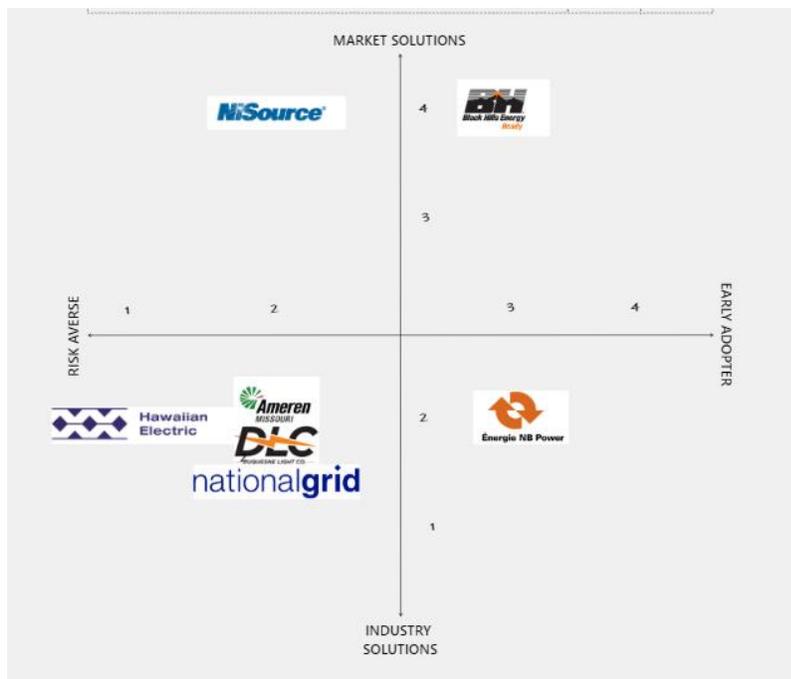
DIRECTORS' STRATEGIC COUNCIL

May 2022 Meeting Summary

TOPIC: TECHNOLOGY STRATEGY

TAKEAWAYS

- Many utilities have not assessed their appetite for new, market solutions vs. established, utility-proven solutions as well as early adoption vs. risk aversion. Which quadrant are you in? This would be a good exercise for utilities to conduct internally.
- Establishing a data governance structure is critical as a foundation for technology strategy planning.
- Utilities may have little choice but to go with cloud-based solutions in new technology planning. Utilities still can build solutions in-house, but there are drawbacks, i.e., limited IT resources to build and later maintain, versioning updates.
- Build or Buy? More utilities are moving to buy rather than build (per above) also due to speed-to-market and risk of internal IT resources who build and then leave, taking that knowledge/skill with them.



TOPIC: MAXIMIZING THE BENEFITS OF EXISTING TECHNOLOGY

TAKEAWAYS

- In-house legacy systems may be highly customizable; BHE has integrated CIS with web and IVR for self-service
- However, it can be challenging to find developers who know and want to work in the language of older systems
- The “democratization of data,” or willingness to share data across the org (e.g., SCADA), requires a culture shift. Within legitimate privacy constraints, data should be integrated and available for innovative use across the org for better CX
- Multi-tiered data governance = (1) executive endorsement of principles, policies, decision-making rights (2) committees to make decisions and implement policies (3) daily issues of data collection, storage, integration, modeling

INITIATIVES

- **NB Power** – internally driven transactional/surveys & dashboards; leveraged call-back assist during high call volumes
- **Black Hills Energy** – Legacy in-house CIS has flexibility to add/remove software programs quickly
- **Duquesne Light** – Implemented Oracle CCB to reduce customization with “back to base” functionality
- **Ameren Missouri** – Updated web portals, improved web search, added Google Analytics, updated app strategy
- **Hawaiian Electric** – IVR-generated SMS links and web improvements for start service; pay arrangement automation
- **SnoPud** – Improved IVR, including Spanish language option and SSO from District to Kubra for IVR
- **Manitoba Hydro** – customer self-service scheduling of service appointments via SEW portal and WFM system
- **National Grid** – Zero-Based Redesign focused on digital self-service to improve CX while reducing costs
- **Hydro Ottawa** – Moving chat and email to Salesforce
- **Idaho Power** – Complete MyAccount web upgrade
- **NiSource** – Improving IVR

DIRECTORS' STRATEGIC COUNCIL

May 2022 Meeting Summary

TOPIC: ADOPTING INNOVATIVE TECHNOLOGY

TAKEAWAYS

- Nurture innovation by establishing a formal process with a dedicated, full-time team and budget, inventory possibilities
- A mind-shift is needed especially for older utility workforce to think differently and embrace innovative technology
- These grassroots initiatives are difficult to launch and require executive support and engagement at the highest levels
- Preference for on-premise solutions vs. cloud solutions has declined as more utilities have determined they can capitalize the cost of cloud solutions
- You need a good mix of resources who know the business and technology
- Workforce volatility is a challenge as utilities compete with more innovative industries for skilled workers (both new and retaining existing); expertise and talent are difficult and expensive to find and retain
- IT/business staffing, resource, and priority challenges are exacerbated when a powerful new capability drives demand

INITIATIVES

- **NB Power** – Gamification, Virtual-, Augmented-Reality for safety and lineman training; robotics for inspections/ops
- **NB Power** – Evaluating RFPs for new phone and CCaaS platform; using Power BI for electric reliability analysis
- **Black Hills** – Evaluating Salesforce CRM for 360° customer view and communication, improved employee- and CX
- **Duquesne Light** – Deployed employee app, introduced live chat, looking at chatbots for web and mobile app
- **Ameren** – Salesforce CRM; new CSS system; marketing automation; new WFM; visual IVR; contractor portal; AMI; using Splunk to understand where customers are failing in self service
- **Hawaiian Electric** - Looking at utilizing AI for customer insights for calls, emails, and chats (currently manual process)
- **Entergy** – Implemented Salesforce Marketing Cloud and Service Cloud, working on Next Best Action, IVR updates
- **National Grid** – Reintroducing chatbot, improving IVR
- **NiSource** – Launched live chat, chatbot and mobile app, monitoring and evaluating for improvement
- **Alectra** – In 2023 will upgrade web, proactive communications, and launch mobile app
- **OPPD** – Launching new contact center technology platform (VoIP) to increase capabilities and engagement
- **Manitoba Hydro** – Launching webchat and chatbot and omnichannel contact center technology platform
- **Idaho Power** – Looking at potential chat function, reviewing metrics to determine impact on c-sat

TOPIC: TECHNOLOGY ARCHITECTURE

TAKEAWAYS

- Getting timely data out of legacy systems can be a challenge due to difficulty of extraction or resources to manage
- Many companies are building new data architectures on top of legacy systems to make data visible to new applications
- DSC poll: “Do you have an architecture plan for adopting new technology?” **33%** yes; **50%** working on it; **17%** don't know

RESOURCES

- Visit **Chartwell Member Portal**, Directors' tab, for call **Recording, Slides, and Transcript**
- Ask **Jen Neiswonger** about Duquesne Light's new employee app for two-way communications, customer service and kudos
- Ask **Brad Wasson** about NB Power's data governance model and use of gamification, Virtual/Augmented reality and robots
- Ask **Kristy Lovett** (Ameren), **Cory Ramsel** (Entergy), and **Kim Schneider** or **Jeff Drahota** (BHE) about Salesforce CRM
- Ask **Steve Waters** (Chartwell) to connect you with your peers to learn more about any of these **initiatives**

DIRECTORS' STRATEGIC COUNCIL

July 2022 Meeting Summary: Talent Acquisition & Retention

THE NATIONAL TALENT LANDSCAPE

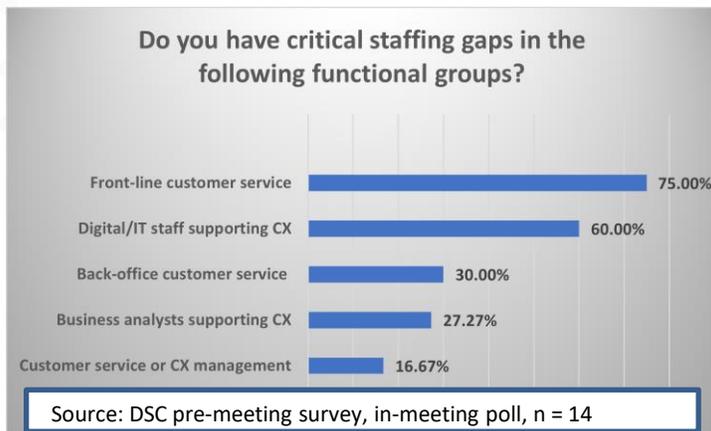
TAKEAWAYS

- 3.2 million workers have left the workforce since Feb. 2020
- The labor pool has not recovered to pre-pandemic levels
- There are now only 65 candidates for every 100 open jobs
- Those coming back to the workforce are demanding new benefits and more flexibility
- Employees want:
 - More flexibility and options in their work schedule
 - To choose permanent work-from-home (WFH) or a hybrid (2-3 days per week at home)
 - Expanded benefits like better medical coverage
 - More compensation including signing bonuses
- Companies are adapting to these wants but not yet matching offers to biggest employee wants (see graph at right)



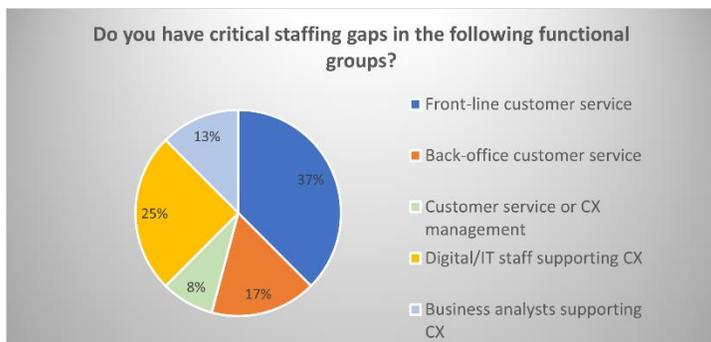
Source: PwC Pulse Survey, Aug. 2021

STAFFING GAPS AND THEIR IMPACT ON UTILITIES



Source: DSC pre-meeting survey, in-meeting poll, n = 14

Percentage of respondents with staffing gaps in each area



Source: DSC pre-meeting survey, in-meeting poll, n = 14

Proportion of gaps in each area to the totality of gaps.

TAKEAWAYS

- Key utility staffing gaps are frontline customer service, digital/IT staff, back office and business analysts
- SLAs are deteriorating due to CSR shortages. Some utilities are hiring temp workers, some have accepted lower SLAs for now, some are outsourcing (see p. 2)
- Experienced agents have left or moved to other roles. Companies are expending much effort and expense to recruiting with only about a 10% success rate in hiring.
- In some cases (e.g., Ameren), utilities are pressing Customer Service to reduce hiring and headcount. They are resetting SLA expectations for customers and watching for impacts on customer satisfaction.
- Other talent gaps include digital/IT talent as experienced developers are in high demand and likely to move on
- Increased pay and incentives are being used to attempt to retain digital experts
- Staff augmentation using consultants is often used, which can be costly
- There is also high demand for business analysts who have the business knowledge needed to support digital initiatives. This often pulls from the front-line groups, which puts more pressure on the organization.

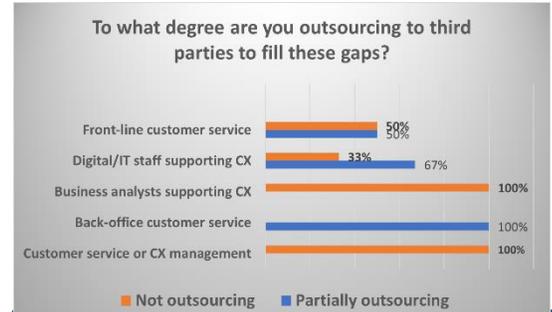
DIRECTORS' STRATEGIC COUNCIL

July 2022 Meeting Summary: Talent Acquisition & Retention

OUTSOURCING AND HIRING INTERNALLY VS EXTERNALLY

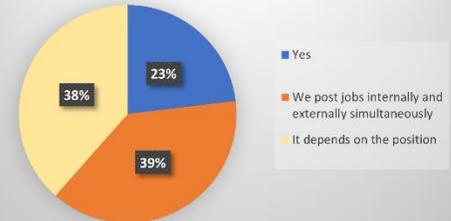
TAKEAWAYS

- Outsourcing frontline customer service is common, but those providers are also challenged to attract qualified candidates
- Utilities outsourcing must consider performance issues such as calls being deflected back to utility call centers
- Some utilities have experienced challenges maintaining customer satisfaction when outsourcing call center functions
- Outsourcing digital/IT is common for specific projects & skills
- In the past, most utilities would post positions internally first
- More utilities now post externally simultaneously or exclusively
- Utilities looking for new skills – digital, human-centered design, Lean CI etc. – often must post externally to find those skills
- Recruiting externally today requires creativity (e.g., signing bonuses, extended vacation, permanent WFH)
- Some utilities are bringing back retirees to help fill gaps, most often for project, business analyst, or consulting roles



Source: DSC pre-meeting survey, in-meeting poll, n = 14

Do you typically look inside your company first to fill open positions?



HIRING AND RETAINING THE RIGHT EMPLOYEES

TAKEAWAYS

- Criteria for hiring the right people depend on the position:
 - tech positions require experience, knowledge, and education, but attitude and desire to contribute are also critical
 - frontline CSR requirements may focus more on soft skills and personality as CSRs can be trained for skills
- Customer centricity is becoming part of the hiring process, including screening, job descriptions, and interviews, regardless of position. This supports corporate goals to build and sustain a customer centric culture among all employees.
- Hiring candidates with utility experience is a plus, but hiring candidates with other industry perspectives can be beneficial
- Employee retention challenges are greater than ever with the rise in retirements, internal movement, and attrition
- Utilities are working to improve retention through more flexibility, employee engagement (e.g., internal focus groups)
- The pandemic has opened the door for WFM opportunities and changed what it means to work in the office
- Some utilities are offering WFH up to 40-60% for positions where it makes sense for the individual and the team
- WFM can expand your labor pool, but drawing outside your footprint can create legal, tax, and cost-of-living issues
- Other retention strategies include mentoring, job shadowing, and job rotations to foster career development
- Retention strategies need to begin from onboarding through career development; at the exit interview it's too late

RESOURCES

- [America Works Data Center](#), capturing the current state of the U.S. workforce - US Chamber of Commerce
- [11 Trends that Will Shape Work in 2022 and Beyond](#) – Harvard Business Review
- [The Future of Work](#) – Accenture; [PwC Pulse Survey: Next in Work](#), PwC
- Chartwell Insight Center Report on Return to Office: “Engaging Employees is Critical in a Post-COVID Environment”
- EMACS conference Oct. 17-20 in Orlando, FL – details from shaggerty@chartwellinc.com, directors’ discount code **DSC22**

DIRECTORS' STRATEGIC COUNCIL

September 2022 Meeting Summary

TOPIC: WORKFORCE & EMPLOYEE DEVELOPMENT STRATEGIES

Guest speaker and moderator Dr. Tina.Drews@srp.net Ed.D, Director of Talent Development, Salt River Project

TAKEAWAYS: 9 competencies* leaders need to build

| | | |
|----------------------------|--------------------------------------|--------------------------------|
| Managing change | Inspiring commitment | Leading employees |
| Taking initiative | Building collaborative relationships | Having a strategic perspective |
| Knowing strategic planning | Embracing participative management | Being a quick learner |

“What do employees want from leaders?”

33 responses from in-meeting poll of DSC directors



Learning and Development are:



RESOURCES:

- *The Center for Creative Leadership – ccl.org/; Neuroleadership Institute - neuroleadership.com/
- *Lean In: Women, Work, and the Will to Lead*, Sheryl Sandberg
- *Inclusify: The Power of Uniqueness and Belonging to Build Innovative Teams*, Dr. Stefanie K. Johnson, PhD
- *Mindset: The New Psychology of Success*, Dr. Carol S. Dweck, PhD

6 Steps to Create an Employee Development Culture

- (1) Encourage employees to regularly update their profiles of skills, interests, and knowledge.
- (2) Periodically review each employee’s file to clarify, expand, and organize it. Search databases when looking to fill a role.
- (3) Align employees’ goals with those of the organization.
- (4) Help employees set a timeline to reach career goals and identify resources: e.g., training, mentoring, formal education.
- (5) Support and encourage employees’ career plans; discuss them in the performance management process.
- (6) Encourage skip-level meetings: employee + your manager.

Bottom line: Development drives retention

TOPIC: PROJECT PRIORITIZATION

TAKEAWAYS

- Project drivers (1) c-sat (2) O&M savings (3) regulatory/cyber requirements (4) existing platforms no longer supported
- You need a methodology for measuring the sustained value of efforts
 - But don’t fear reassessing the value of projects (results may not match forecasts, scope can change)
 - Sustainable savings change the way you do business, not just eliminated work but what you do instead:
 - Do you apply FTEs to other tasks, reduce workforce, reduce overtime, eliminate vendors?
 - There can be multiple steps between reduction of calls/effort etc. and actual dollar savings
 - Savings should come out of the business plan after realization, not implementation, or recognized as avoided cost
 - Capture non-financial value as well: c-sat, effort, efficiency, employee engagement
- Develop standard business case templates, with transparent savings/benefits formulas for standardization, repeatability
 - Business case development and benefits realization tracking can justify a full-time resource

NEXT MEETING: DSC B’FAST @ EMACS TUESDAY 10/18/22 07:30 – 08:30 ET

MEMBER DIRECTORY

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Directors' Strategic Council

| | | | | |
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MEMBER PORTAL RESOURCES

November 2021 - Strategic Roadmaps, Dashboards, and KPIs

- Call Summary
- Call Slides
- Call Recording
- NiSource CX Roadmap
- Black Hills Energy CX Roadmap
- Black Hills Energy CX Dashboard
- CSAT Metrics

January 2022 - Operational Efficiencies and O&M Reductions

- Call Summary
- Call Slides
- Call Transcript
- Call Recording

March 2022 - ANNUAL MEETING - Customer Centricity

- Call Slides
- Call Recordings - Including Breakout Sessions
- Breakout Session Notes
- More, Better, Different, Less Exercise

May 2022 - Technology Strategy

- Call Summary
- Call Slides
- Call Transcript
- Call Recording

July 2022 - Talent Acquisition & Retention

- Call Summary
- Call Slides
- Call Recording

September 2022 - Workforce Development & Project Prioritization

- Call Summary
- Call Slides
- Call Recording