

1 **Q. In reference to the evidence of Earl Ludlow, page 14, line 11, please advise how**  
2 **many staff were required to visit plants to obtain meter readings and if this**  
3 **reduction in work has caused a reduction in the workforce.**  
4

5 A. The hydro plant operations group consists of 14 employees to operate and maintain the  
6 Company's 23 small hydroelectric plants. Use of the Company's SCADA system to  
7 obtain meter readings, measure reservoir levels and eliminate the need for manual  
8 intervention to ensure optimum use of water has not in itself resulted in workforce  
9 reductions. Savings have been realized as a result of this technology through reductions  
10 in operating costs, such as vehicle costs, overtime etc, previously associated with these  
11 types of plant visits. Savings have also been achieved through increased availability of  
12 operations staff to perform other duties.  
13

14 Workforce reductions and operating efficiencies are assessed and achieved on a  
15 corporate-wide basis as opposed to on the basis of individual productivity initiatives.  
16 Since 1992 the Company's workforce has decreased by approximately 33 percent.