



Implementation Plan

Prepared in Response to the August 2023
Management Efficiency Investigation Follow-up Review of the 2019
Management and Operations Audit Report of
Duquesne Light Company
Issued by the Pennsylvania Public Utility Commission
Docket Number D-2023-3037425



IMPLEMENTATION PLAN

Duquesne Light Company Response to August 2023 Management Efficiency Investigation

August 2023

Recommendation VI-2: Establish and implement third-party collection net recovery performance goals while continuing to monitor monthly performance reports.

Audit Report Reference: Page 24

Company Response: Accepted

Responsible Individual(s): Edwin Schuck,
Director, Customer Transformation & Revenue
Management Operations
Customer Service

Description of Implementation Steps/Anticipated Date of Completion:

1. Establish a tiered goal structure based on age of debt and associated goals.

Anticipated Date of Completion: Q4, 2023

2. Implement goals with third party vendor.

Anticipated Date of Completion: Q1, 2024

3. Continue to track and monitor goal performance with third party vendor through monthly meetings.

Anticipated Date of Completion: Ongoing



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August 2023

Recommendation VIII-1: Focus on successful recruitment practices, such as the EDT Program, to further increase craftworker staffing levels to maintain overtime levels under 20% of straight time.

Audit Report Reference: Page 30

Company Response: Accepted.

Responsible Individual(s): Lisa Davidson
Vice President and Chief HR Officer
Human Resources

John Hilderbrand
Vice President
Operations

Description of Implementation Steps/Anticipated Date of Completion:

1. Continue the Senior Operator Apprentice Program, comprising a multi-year training regime, to create a pipeline of qualified Troubleshooters and further increase staffing to manage overtime levels.

Anticipated Date of Completion: Ongoing

2. Continue to hold the Company's Electrical Distribution Technology ("EDT") program to further increase craftworker staffing to manage overtime levels.

Anticipated Date of Completion: Ongoing



3. Continue to execute a strategic outreach program to technical schools and high schools in and around the DLC operating region.

Anticipated Date of Completion: Ongoing

4. Continue to monitor craftworker turnover and retirement rates to ensure that pipeline strength meets demand.

Anticipated Date of Completion: Ongoing



IMPLEMENTATION PLAN

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August 2023

Recommendation VIII-2: Implement measures to balance workload and limit available overtime.

Audit Report Reference: Page 33

Company Response: Accepted.

Responsible Individual(s): Lisa Davidson
Vice President and Chief HR Officer
Human Resources

John Hilderbrand
Vice President
Operations

Description of Implementation Steps/Anticipated Date of Completion:

The Company acknowledges the need to manage individual overtime levels of its craftworkers. The Company notes, however, that its ability to control overtime levels and balance workload is significantly limited by several factors outside of its control, most notably, the terms of the collective bargaining agreement (CBA). For instance, the terms of the CBA restrict the ability of the Company to evenly distribute overtime hours. In addition, the CBA requires the Company to offer overtime to DLC craftworkers in any work group that is utilizing outside contractors. Therefore, the increased use of contractors may not alleviate overtime for employees and could exacerbate overtime levels. Described below are implementation steps which DLC can reasonably effectuate.

1. Focus on successful recruitment practices as outlined in the above steps to implement Recommendation VIII-1.

Anticipated date of completion: Ongoing



2. Enhance the methods tracking of individual overtime by category to better monitor and manage planned and emergent overtime.

Anticipated Date of Completion: Q2 2024



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August 2023

Recommendation X-1: Analyze historic usage trends and obtain benchmarking data to establish an inventory turnover goal to be implemented as soon as is feasible.

Audit Report Reference: Page 40

Company Response: Accepted.

Responsible Individual(s): Brad Hiltz
Sr. Manager Supply Chain
Supply Chain

Description of Implementation Steps/Anticipated Date of Completion:

1. Analyze historic usage trends and obtain benchmarking data from peer utilities.

Anticipated Date of Completion: Q1 2024

2. Establish an inventory turnover goal.

Anticipated Date of Completion: Q4 2024

3. Implement the inventory turnover goal.

Anticipated Date of Completion: Q1 2025