

# Review of Stakeholder Satisfaction Survey Findings

Robert Doyle, Section Head, Customer &  
Stakeholder Relations, IESO

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October 19, 2016

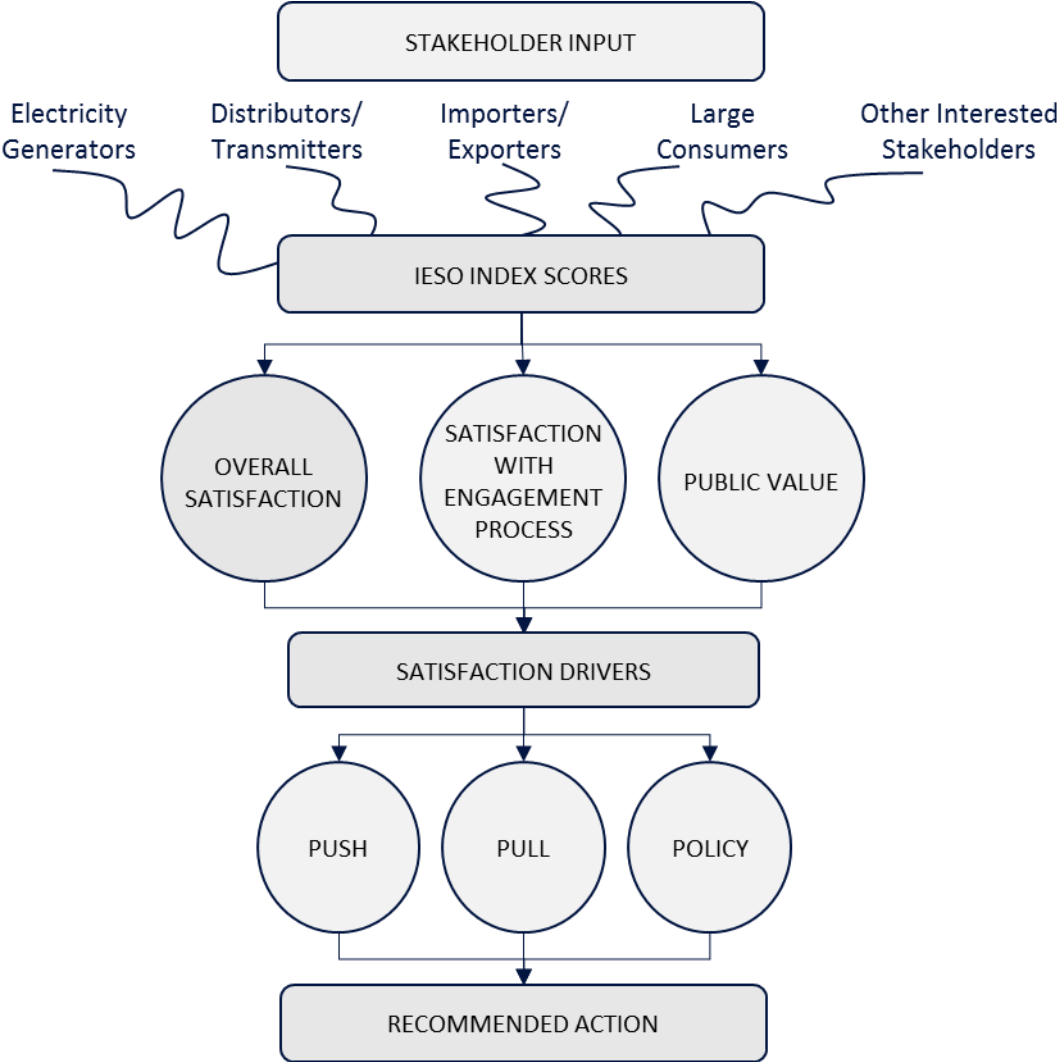
# Approach

- Survey participants from recent engagement initiatives
- 20-30 minute telephone interviews that would provide qualitative and quantitative feedback
- Contracted Northstar Research Partners

# Objectives

- Generate baseline score for 2016 Corporate Performance Measure relating to satisfaction with the IESO engagement process
- Devise a baseline for key drivers to satisfaction that can be tracked and improved on over time
- Gauge satisfaction and trends from specific sector groups

# Framework



# Key themes

- Overall satisfaction and satisfaction with engagement process drive public value scores
- All stakeholder sectors are consistent in their satisfaction scores
- Channel awareness = channel effectiveness
- There are opportunities for improvement in the way that the IESO receives and acts on input from customers, communities and stakeholders

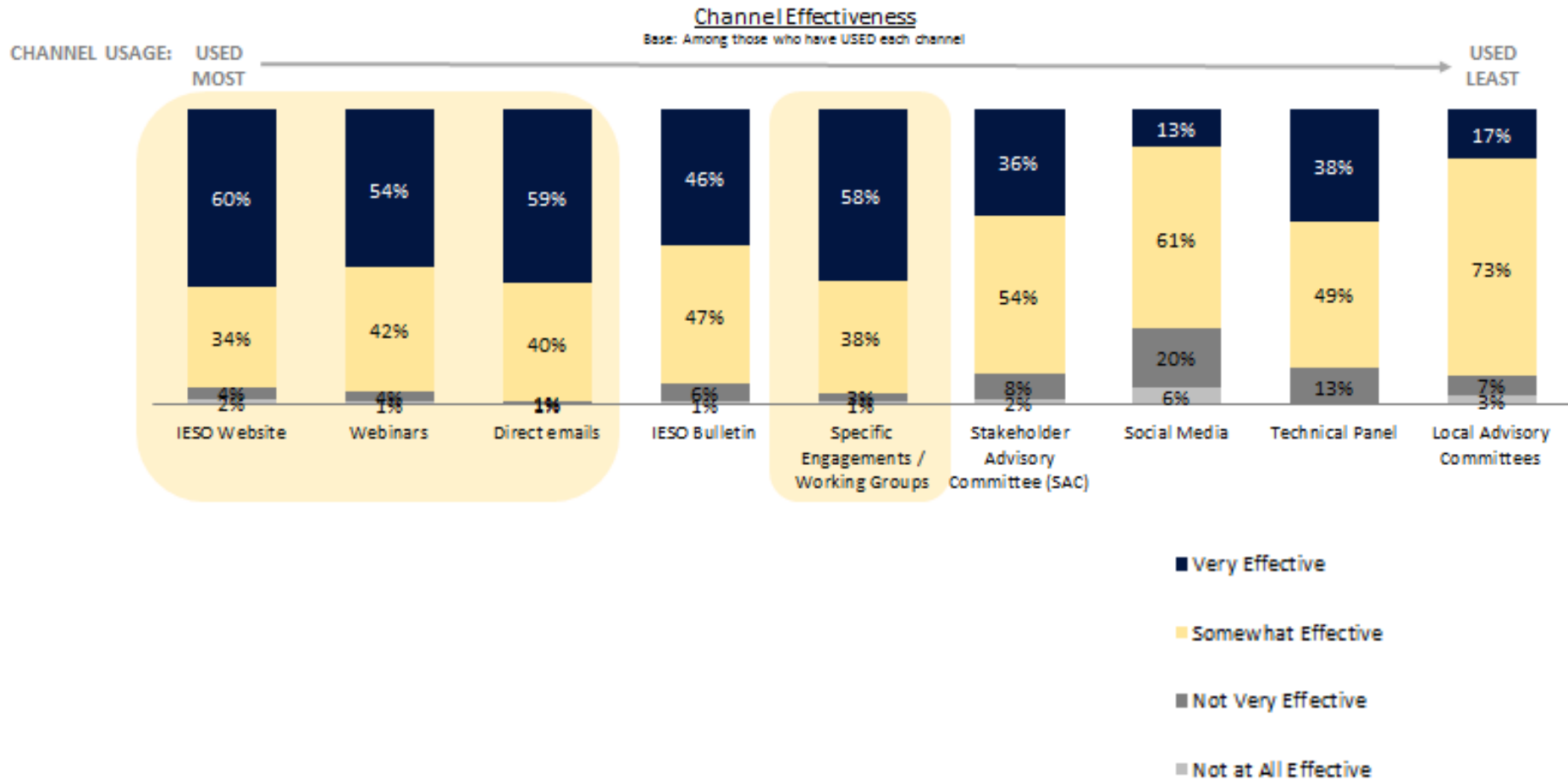
# Key Metrics (Engagement Process)

- 77 per cent of respondents believe the success of the IESO engagement process is important in achieving its mandate
- 81 per cent of respondents feel the engagement process met or exceeded their expectations
- 50 per cent of respondents are highly satisfied with the engagement process
- 61 per cent of respondents believe that IESO staff are highly committed to the engagement process

# Key Metrics

- 31 per cent of respondents report a high satisfaction of the IESO, a high satisfaction with the engagement process and a high rating on the IESO devoting the right amount of resources to objectives
- 54 per cent of respondents are highly satisfied with the overall performance of the IESO
- 56 per cent of respondents hold a very favorable opinion of the IESO
- 84 per cent of respondents note that their expectations of the IESO were met or exceeded

# Communication Channel Effectiveness





# Factor Analysis Overview

- There were three overall themes across the attributes surveyed



# Focus Areas “Push”

DRIVER TIERS:	PUSH
CORPORATE MISSION & VISION (Q3a)	<ul style="list-style-type: none"> <li>• Sharing relevant and valued information, data, analysis and expertise</li> <li>• Operating and shaping the electricity system and market in a transparent manner</li> </ul>
ENGAGEMENT PROCESS PRINCIPALS (Q8)	<ul style="list-style-type: none"> <li>• Ensuring staff accessibility to you</li> <li>• Effectively communicating with you</li> <li>• Providing relevant/ meaningful information to you</li> <li>• Communicating with you in a timely manner</li> <li>• Clearly communicating outcomes</li> <li>• Offering you insight on market electricity issues</li> <li>• <b>Responding to needs in a timely manner</b></li> </ul>
PERSONALITY ATTRIBUTES (Q9)	<ul style="list-style-type: none"> <li>• Respectful</li> <li>• Honest</li> <li>• Trustworthy</li> <li>• Sincere</li> <li>• <b>Timely</b></li> <li>• Transparent</li> </ul>

**RED** ACTION AREAS FOR BOTH OVERALL SATISFACTION & SATISFACTION WITH ENGAGEMENT

**PURPLE** ACTION AREAS FOR OVERALL SATISFACTION

**ORANGE** ACTION AREAS FOR ENGAGEMENT PROCESS

# Focus Areas “Pull”

DRIVER TIERS:	PULL
CORPORATE MISSION & VISION (Q3a)	<ul style="list-style-type: none"> <li>• Seeking input from communities, customers and stakeholders</li> <li>• <b>Acting on the input from communities, customers and stakeholders</b></li> </ul>
ENGAGEMENT PROCESS PRINCIPALS (Q8)	<ul style="list-style-type: none"> <li>• Provide effective facilitation</li> <li>• Analyzing and creating opportunities for stakeholder engagement</li> <li>• <b>Ensuring inclusive representation of stakeholder needs</b></li> <li>• <b>Ensuring adequate representation of stakeholder needs</b></li> </ul>
PERSONALITY ATTRIBUTES (Q9)	<ul style="list-style-type: none"> <li>• Inclusive</li> <li>• Fair</li> <li>• Balanced</li> <li>• Understanding</li> <li>• Consultative</li> <li>• <b>Open</b></li> <li>• <b>Flexible</b></li> </ul>

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# Focus Areas "Policy"

DRIVER TIERS:	POLICY
CORPORATE MISSION & VISION (Q3a)	<ul style="list-style-type: none"> <li>• Ensuring a reliable electricity future for Ontario</li> <li>• <b>Leading the creation of a culture of conservation</b></li> <li>• Providing a sustainable electricity future for Ontario</li> <li>• <b>Attracting, retaining and developing a highly skilled and professional workforce</b></li> <li>• <b>Planning for the resources to meet Ontario's electricity needs today and tomorrow</b></li> <li>• Competitively procuring the resources to meet Ontario's electricity needs today and tomorrow</li> <li>• <b>Operating and shaping the electricity system and market in an effective manner</b></li> </ul>
ENGAGEMENT PROCESS PRINCIPALS (Q8)	<ul style="list-style-type: none"> <li>• Operating a reliable system</li> <li>• <b>Enabling innovation in the electricity sector</b></li> </ul>
PERSONALITY ATTRIBUTES (Q9)	<ul style="list-style-type: none"> <li>• Reliable</li> <li>• Sustainable</li> <li>• Consistent</li> <li>• <b>Predictable</b></li> </ul>

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# Sample Verbatim Comments

*"I would like to see **more transparency and easier access and process simplification** for outside participants."*

*"Our **biggest challenge is consumer engagement**. We need a firm plan to reduce costs. We are losing consumers to other areas."*

*"**Innovation**, community based powers, smaller generation capabilities and **better integration** with LDCs."*

*"I'd like more one on one meetings because a lot of information is confidential. **IESO needs to be more flexible in adapting market rules and manuals to fit specific entities**."*

*"There should be more focus on **getting efficient results** from **existing resources** ahead of getting new resources. The **market side** and the **contract side could better align their objectives**."*

*"**Transparency is a big issue** regarding finances and global adjustment. Providing timely and thorough service to stakeholders is lacking."*

*"I think the **IESO needs a Utility Account Manager, who is consistent**. Sometimes I find there is a **lack of knowledge** which makes things very frustrating."*

*"**Fostering more customer engagement, price and market reform**. They should be doing a lot more to drive a market-based policy."*

*"More transparency in how they do electricity forecasting. **They use too much jargon without properly defining or clarifying terminology**. A quick tool explaining what they do instead of big manuals would be an improvement."*

*"**Sometimes the IESO takes actions without considering market participants**. Timelines are short to evaluate the decisions and value that the IESO makes."*

*"**Transparency** in the management and decision making process ... **be more receptive to stakeholder proposals and more objective** in the way they manage the system."*

*"I would like to see **more stakeholder workshops**. I feel that they are very successful and engaging for all parties involved."*

# Potential areas to focus on

- Competitively procuring the resources the resources to meet Ontario's electricity needs today and tomorrow
- Operating and shaping the electricity system and market in a transparent manner
- Sharing relevant and valued information, data, analysis and expertise
- Acting on the input from communities, customers and stakeholders

# Next Steps

- Develop a consistent set of engagement processes across the organization
- Look and plan for early engagement opportunities
- Provide common customer service standards across the organization
- Refresh of IESO communication products
- Broaden the reach of the 2017 survey