

CGA Energy Nexus & Annual Technical Conference 2025

From Legacy to Leading Edge: SaskEnergy's Contact Centre Transformation

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Agenda



* Background & Starting Point

* Issue Analysis & Strategy

* Transformation Details

* Results

* Questions & Discussion

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Company Context

SaskEnergy is a provincial Crown corporation operating 72,662 kilometers of distribution line, and 15,190 kilometers of transmission line with a system that is more than 99.99% reliable.

Delivering energy to nearly 415,000 customers throughout Saskatchewan.

- 100 Customer Service Agents spread across 9 locations
- Greater **Contact Centre** includes Dispatch and Customer Business, bringing total agents to 150-160
- June 2025 –**Amazon Connect** within **AWS** implemented as a Contact Centre as a Service (CCaaS) suite for entire Contact Centre

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Starting Point: 2023

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Customer Service – Staffing Requirements

Agent Requirements	Current FTE	Required FTE 6.5 To Date	Required FTE Peak + 2.5 (Ex Time Only)	Required FTE
Back Office Work		32	15	30.5
Ex Em		33	7	3.7
New Case Work		33	11	3.5
New Case Review		7	7	4.0
New Case QA		5	6	4.0
New Case UAT		5	5	3.0
New Case UAT		25	25	10.0
Unassigned Calls		18	18	30.2
Bar & Admin		2	2	3.0
Collection North		2	2	3.0
Collection South		2	2	3.0
Dispute Resolution		2	2	3.0
Production		53	53	33.0
Total FTE	140	147	111	84.4

Required vs. Weekly 1.5 To 20 FTE

Insufficient to cover single sitting

Productive FTE available 52.5% shortage

ACCOUNTING-Marketing(131133)

Available 00:01:04

Queue	Type	Calls	Instr Time	Agents	Available
Customer Support Requests	Email	0	00:00:00	1	0
Customer Support Website	Chat	0	00:00:00	2	1
Sales	Voice	8	00:00:00	2	1
Technical Support	Voice	1	00:00:43	1	0



More work than people



Failing to meet call centre wait time targets



Low employee engagement scores



Legacy organizational structure








Decades old technology

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Analysis

- Most work was outside of any system for managing, prioritizing or assessing value
- Regional workloads and approaches to staffing
- Lack of management reporting and information for decision making

No	Finding	Reference
1	System/non-system, priority buckets: <i>61% of the tasks are Non-System</i>	
2	Lost time: <i>CSRs spend ~35% of their time in manual data entry and data transfer across platforms</i>	
3	Standard time potential opportunity: <i>Review process and work instruction to eliminate unnecessary tasks</i>	
4	Lead Effectiveness: <i>Leads are too busy with admin tasks, limiting their capacity to provide support to the front-line staff</i>	
5	MOS: <i>MOS lacks feedback loops to create the cycle of continuous improvement</i>	

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Strategy & Design






*Easy for Customers.
Simple for Employees.
Efficient.*

- Provincial workforce
- Centralized supports
- Regional managers focused on people and performance
- Technology to enable

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Operational Excellence

No	Objective	
1	All the work, managed in one system: Standardized Average Handle Time, Service Level and Skills Level by task. Phone calls, emails, system tasks. Readied work for handling in new technology.	
2	Task Streamlining & Rationalization: Over 30 opportunities identified and implemented. Sunset “checking” work. Eliminate redundant steps. Create capacity to serve customers.	
3	Work Prioritization & Skill Based Routing: Customer and work queue “pushed” to a qualified agent. One job at a time. Automated work routing. Flexible workforce to achieve service targets.	

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Organizational Design

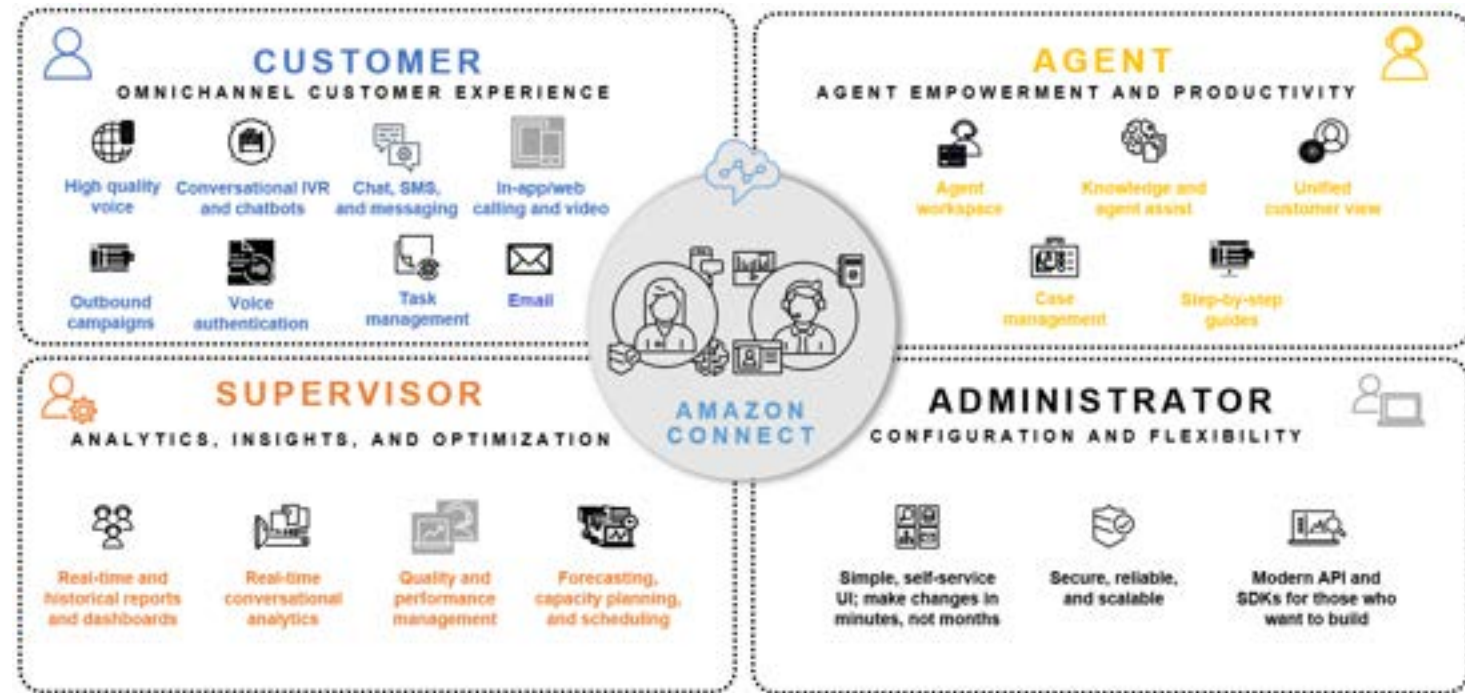


- Management organizational structure change
 - Elimination of supervisory layer
 - Move to five regional managers
 - FTE beneficial strategy
- Contact Center support unit
 - Workload planning and scheduling
 - System business administration
 - Reporting
 - New classifications, no net FTE increase
- Strategy to strengthen active supervision and build engagement

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Technology Enhancements

- Billing System (Oracle CC&B) not changed, but integrated
- Amazon Connect Platform
 - Voice Over IP (VOIP)
 - IVR Design
 - Customer Authentication (in IVR)
 - Self Serve Bill Check/Pay (in IVR)
 - Engage Agent Desktop
 - Skills-Based Work Routing
 - Quicksight Reporting
 - AI assisted Call Quality Assessments
 - NICE Workforce Management
 - Knowledge Base
 - Multi-Channel Communications Hub

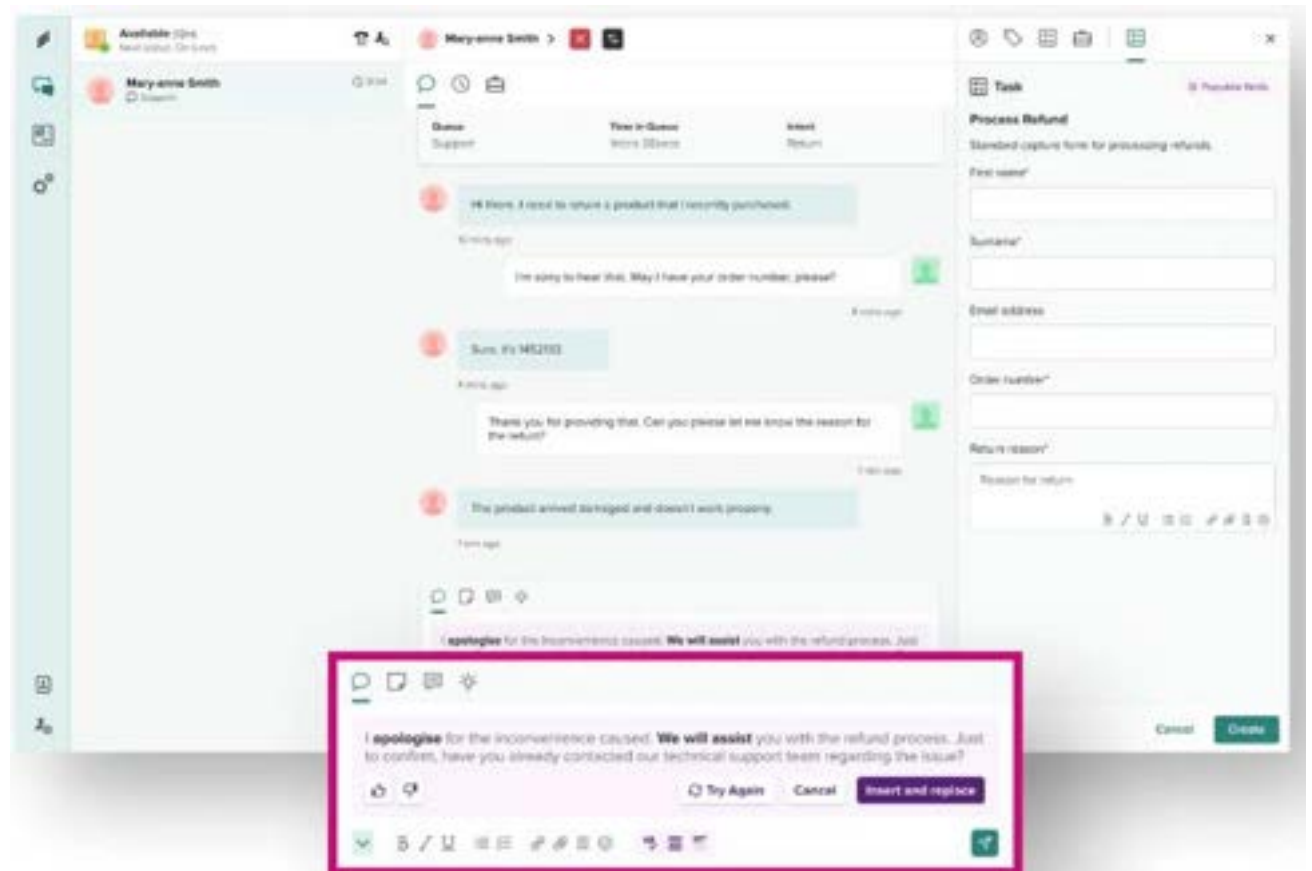


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Agent Desktop

Leverage technology to reduce time on the parts of each transaction that are not serving the customer.

- Customer self-authentication
- Integrated customer information
- Integrated contact history
- Integrated knowledge-base with AI assisted search
- Single interface for all work routing
- Realtime call transcription
- Action templates (ie. Follow-up Email)
- AI generated wrap-up notes

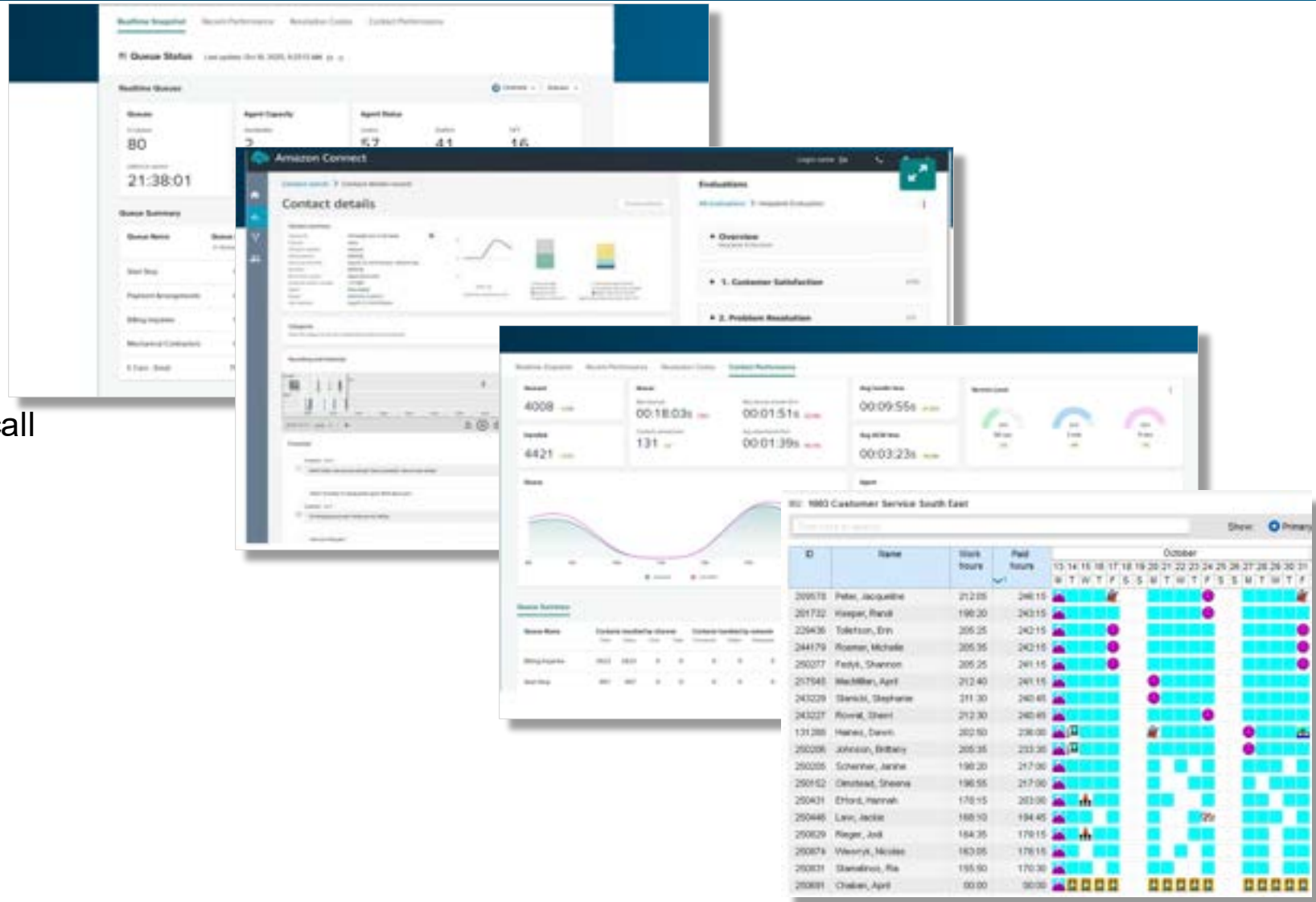


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Supervisory Tools

Leverage technology to create timely access to information. Automate mass transactions.

- AI-assisted speech analysis on every call
- Realtime visibility into all of the work
- Realtime and historical reporting
- Workforce Management
 - Forecasting
 - Scheduling
 - Intraday Management



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Results



- Improved engagement scores
 - Reduced manpower costs
 - Customer survey targets exceeded
 - Increased workforce flexibility
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- 35% of customers use self-authentication
 - 10x increase in self-serve billing enquiries through Canada Post strike; 25% call deflection
 - Transfer rates under 4%

