

Public Service Commission of Wisconsin



2015-2017

Biennial Report

The mission of the Public Service Commission of Wisconsin (PSC) is to oversee and facilitate the efficient and fair provision of quality utility services in Wisconsin. As an independent regulatory agency dedicated to serving the public interest, the PSC is responsible for the regulation of Wisconsin public utilities, including those that are municipally owned, since 1907.



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Table of Contents

Agency Overview	2
Performance and Operation for 2015-2017 Biennium	5-12
Major Strategic Program Goals and Objectives for 2017-2019	13-16
Flexible Work Schedules and Alternative Work Patterns	17

Public Service Commission of Wisconsin

BIENNIAL REPORT

AGENCY OVERVIEW

The PSC works to ensure that, in the absence of competition, adequate and reasonably priced service is provided to utility customers. PSC approval is required before utilities can change rates, build utility infrastructure, including large power plants and related facilities, or construct transmission lines. The PSC has specific statutory criteria that must be satisfied and administrative rules that it must follow prior to making decisions.

The PSC is composed of three full-time Commissioners appointed by the Governor to serve staggered six-year terms. Administrative duties of the PSC are vested in a Commissioner who is appointed Chairperson by the Governor and serves a two-year term. The Commissioners' Office houses the Commissioners, their Executive Assistants, the Chief Legal Counsel, the Communications & Legislative Director, the PSC's Administrative Law Judge, the Secretary to the Commission and support staff.

PSC staff consists of auditors, accountants, engineers, rate analysts, attorneys, planners, environmental analysts, research analysts, economists, consumer analysts, consumer specialists, and paraprofessional and administrative support personnel. These experts work in an advisory role to the Commissioners and are housed in each of the following divisions:

Division of Business & Program Management

The Division of Business & Program Management (DBPM) provides the day-to-day business operations of the PSC, as well as oversight and administration of all non-regulatory programs housed at the PSC.

Within this division are five offices: Office of Employment Engagement, Office of Financial and Program Management, Office of Business and IT Services, Office of Energy Innovation and the Wisconsin Broadband Office. Business management activities provided by the division include human resources and personnel management, budget and financial management, information technology, staff development, space acquisition and facilities management, and grants administration. DBPM provides

oversight and leadership to the following non-regulatory programs at the PSC: Wisconsin Broadband Office, the Office of Energy Innovation (which include the State Energy Program and Focus on Energy), and the Universal Service Fund program.

Division of Energy Regulation

The Division of Energy Regulation (DER) is responsible for supporting the PSC's mission to ensure safe, reliable and the fair provision of electricity and natural gas service for the customers of the utilities it regulates. DER conducts financial and engineering analyses; audits and investigates electric and natural gas utilities and utility holding companies; designs electric and natural gas rates; reviews applications for the construction of transmission, electric, and natural gas utility infrastructure; conducts environmental reviews for new construction; and oversees natural gas pipeline safety. In addition to electric and natural gas rate and tariff matters, this division provides economic and statistical analysis on the operations of investor-owned utilities.

Division of Regional Energy Markets

The Division of Regional Energy Markets (DREM) ensures Wisconsin's involvement in regional energy issues. DREM staff focuses on the intersection of reliability and affordability on a regional and sometimes national scale on behalf of Wisconsin ratepayers and utilities. DREM advises the PSC on wholesale energy market issues and interactions with the Federal Energy Regulatory Commission (FERC), Midcontinent Independent System Operator, Inc. (MISO), the Organization of MISO States (OMS), and other regional transmission organizations.

Division of Water, Telecommunications & Consumer Affairs

The Division of Water, Telecommunications and Consumer Affairs (DWTCA) houses three distinct programs. The Water team designs water rates and reviews utility applications for the construction of water infrastructure. The Consumer Affairs team investigates consumer complaints related to utility service, coordinates outreach and education for utility staff and customers, and operates the agency's contact center. The Telecommunications program certifies new providers, handles Lifeline issues, verifies provider eligibility for Universal Service Funds, monitors telephone numbering resources, and reviews P2P issues such as number portability.

Office of General Counsel

The Office of General Counsel (OGC) provides legal representation to the PSC on all matters under the agency's jurisdiction. It advises the PSC on the substantive and procedural requirements of the statutes

and administrative rules applicable to PSC proceedings and investigation; represents the agency before state and federal courts; assists in drafting PSC memoranda and decisions; and leads and coordinates the PSC's rulemakings.

Performance and Operation for 2015-2017 Biennium

The PSC's 2015-2017 biennium included significant regulatory and policy decisions that will help continue its mission to ensure that safe, reliable, and sufficiently reasonably priced service is provided to all of Wisconsin's utility customers. Highlights for the last biennium include:

Protecting Ratepayers. The PSC has protected ratepayers by closely scrutinizing and stabilizing rates for the major utilities throughout the state, while continuing to authorize innovative tariffs designed to stimulate economic development, attract new load and retain and grow existing load, which results in lower costs for all customers. Over the course of the biennium, the PSC authorized just 17 percent of utilities' requested rates, passing on almost \$400 million in savings to Wisconsin ratepayers.

Updating Wisconsin's Utility Infrastructure. For electric and natural gas utilities, the PSC has authorized the construction of projects that add substantial amounts of natural gas-fired, combined-cycle electric generation capacity to Wisconsin's fleet as well as other investments in the expansion and improvement of high-pressure natural gas mains and associated facilities. Such projects increase capacity and improve safety, reliability, and operational concerns with existing facilities. The PSC also authorized a number of projects that improve electric distribution and transmission system reliability. To help the water industry address aging infrastructure concerns, the PSC authorized water supply, treatment, storage, distribution and transmission, and meter replacement projects. These projects increased capacity and improved water quality, public safety, system reliability, and business efficiency. Because the issue of long lived, buried infrastructure is of particular concern to the industry, the PSC authorized use of an expense depreciation mechanism to fund water main replacement.

Improving the Public's Access to Information. The PSC completed a comprehensive redesign of its website and its Electronic Records Filing System. As a result of these efforts, a wide range of information is now more easily accessible to the public and utilities. New and improved content for consumers includes electric and water bill comparisons, a residential water rates dashboard, improved maps delineating electric and natural gas service territories, and designated web pages with interactive content for specific major construction projects under consideration.

Increasing Outreach, Training, and Decreasing Complaints. The PSC proactively engages, trains, and assists utility management on customer policy, service requirements, and compliance with other regulatory requirements, thus enhancing consumer protection and utility compliance that has reduced the number and percentage of complaints the Commission receives from utility customers each year. Due to these efforts, the regulatory process is more efficient, and complaints are decreasing as a percentage of total contacts received by the PSC, while utility inquiries to PSC staff requesting customer policy guidance are increasing as a percentage of total contacts, at an average rate of 5 percent each year.

Development of Energy Efficiency Programs for Rural Wisconsin. In September 2016, the PSC opened an investigation to study whether rural customers were being afforded an equivalent opportunity to receive Focus benefits, as required by 2005 Wisconsin Act 141. The PSC also explored as part of this investigation whether greater access to broadband could improve the opportunity and ability of rural electric customers to participate in and receive the benefits of Focus programs. The PSC determined in November 2016 that it was reasonable to direct the development of additional Focus program offerings for rural Wisconsin that would support a more equitable distribution of Focus benefits. The PSC reviewed the proposal submitted by the Focus Program Administrator and approved a total of \$26 million in rural program funding for calendar years 2017 and 2018 that includes \$16 million for Connected Device Kits for Residential Customers, \$4 million for Internet Service Provider Infrastructure upgrade projects, and \$6 million for various other rural (non-broadband) initiatives.

Expanding Broadband Access. Increasing broadband availability is critical to growing Wisconsin's rural communities. The need for access to reliable, high-speed internet service is becoming an increasingly important part of life for Wisconsin's families and businesses. Broadband access is a critical component of education, telemedicine, e-commerce, agribusiness, tourism, and workforce development and attraction. To promote broadband access in Wisconsin, Governor Walker created the Broadband Expansion Grant Program in the 2011-13 biennial budget, which provides grants for equipment and construction expenses incurred to extend or improve broadband service in underserved areas of the state. To date, the PSC has awarded nearly \$5.5 million to fund 55 projects in 31 counties.

Performance and Operation for 2015-2017 Biennium

MAJOR POLICY INITIATIVES BY DIVISION

DIVISION OF BUSINESS & PROGRAM MANAGEMENT

Employee Engagement. The PSC launched its annual Employee Satisfaction Survey in 2016. The results of these surveys were used to help the PSC identify where additional support is needed and DBPM's Office of Employment Engagement began working with other divisions to provide resources to employees where identified and needed.

Successful Deployment of STAR Finance and HCM Modules. The PSC remains fully committed to the development and implementation of the STAR project. PSC staff in the areas of Budget and Finance, Procurement, Human Resources, and Information Technology have been instrumental in meeting STAR deliverables including conversions, validation, and end-to-end testing.

Creation of the Office of Energy Innovation. With the passage of 2015 Wisconsin Act 55, the State Energy Office was transferred from the Department of Administration to the PSC. This gave the PSC an opportunity to create an office that capitalized on natural synergies between the statewide energy efficiency program (Focus on Energy) and the State Energy Office. In September 2015, the Office of Energy Innovation (OEI) was created and housed in the DBPM. The vision of the OEI is to secure Wisconsin's energy future and improve its economy and environment. To accomplish this, OEI promotes innovative and effective energy policies and programs that benefit Wisconsin's citizens and businesses.

Launch of Broadband Forward! Communities. On March 24, 2016, Governor Walker signed into law 2016 Wisconsin Act 278, which created the Broadband Forward! Certification. A Broadband Forward! Community Certification signals that a local unit of government has taken steps to reduce obstacles to broadband infrastructure investment. The PSC created a model ordinance that satisfies the minimum requirements under Wis. Stat. § 196.504 to assist communities in this effort. To date, the PSC has certified 11 political subdivisions, including towns, villages and counties.

DIVISION OF ENERGY REGULATION

Riverside Generating Facility Expansion. On May 6, 2016, the PSC authorized a 650 megawatt expansion of the existing Riverside Energy Center, located near Beloit, Wisconsin. The PSC authorized the project at a total estimated cost of \$700 million. The project adds a substantial amount of natural gas-fired, combined-cycle electric generation capacity to Wisconsin's fleet. Since combined cycle facilities react to daily variations in electric demand relatively quickly, they will play a more important part in Wisconsin's generation mix, especially as intermittent resources, such as wind generating facilities, become more prevalent.

WPSC Electric Distribution System Modernization and Reliability Project, Phase 2. In the last biennium, the PSC authorized a project to improve electric distribution reliability in northeastern Wisconsin. Based on the success of the original project, on March 9, 2017, the PSC authorized Phase 2 of the project to increase reliability by targeted replacement of additional existing overhead distribution lines with underground lines. The project includes installation of an estimated additional 960 miles of underground facilities over an additional four-year period at a total estimated cost of \$211.5 million, and will focus on areas and facilities with the poorest reliability.

Spring Valley to Lake Geneva Transmission Line Project. On April 21, 2016, the PSC authorized a project to improve reliability in the Lake Geneva area in Walworth County, and central and western Kenosha County. The project addresses several areas currently fed by radial transmission lines, and instead forms a transmission network. Electric reliability will improve because each of the areas previously served by single transmission lines will be served by at least two lines. Serving areas with multiple transmission lines allows single lines to be removed from service without taking customers out of service. The authorized cost of the project is \$70.6 million.

Other Construction Projects. Other significant projects that were authorized by the PSC during the biennium include: a project to replace electric and natural gas metering facilities for Wisconsin Public Service Corporation (\$133.8 million); a project to rebuild an existing electric transmission line between Green Bay and Sturgeon Bay (\$60.7 million); and, a new electric transmission line to address potential stability issues in eastern Wisconsin (\$40.9 million).

Project Information Availability. The PSC has significantly improved the public's access to information about pending major construction projects on its website. On a single project-specific page on the PSC's

website, the public can now obtain a project summary, access to key project documents, an explanation of opportunities for public participation in the review process, project contacts, and project maps. The project maps include an interactive web map that allows property owners the ability to see the location of their specific property in relation to the proposed project.

Innovative Tariffs. The PSC continued its efforts to encourage utilities to implement tariffs to stimulate economic development, and approved an Experimental Economic Development Rider (EDR), which offers special rates designed to reduce a utility's excess capacity, stimulate a local economy by adding new or expanding existing load, or both. In addition, the PSC approved several tariffs that allow utilities to implement community solar pilot projects that give customers the opportunity to purchase subscriptions in utility-scale solar projects or to otherwise allow customers the opportunity to purchase some portion of their energy directly from a solar array.

Rates. Investor-owned utilities requested and were authorized the following in rates for 2015-2017:

Test Year	Amount Requested	Amount Authorized	Percentage Authorized
2015	\$ 215,744,000	\$ 61,533,000	28.5%
2016	\$ 180,167,951	\$ 14,506,993	8.1%
2017	\$ 54,900,000	\$ 4,664,281	8.5%
Collective	\$ 450,811,951	\$ 80,704,274	17.9%

DIVISION OF WATER, TELECOMMUNICATIONS & CONSUMER AFFAIRS

Consumer Affairs and Customer Service. The PSC's Consumer Affairs work unit focused its efforts on educating gas, electric and water utilities and customers to ensure compliance with billing, collections and service requirements. As a result of this sustained, proactive focus on outreach and education, utility inquiries requesting customer policy guidance to Commission staff continue to increase as a percentage of total contacts to the Commission, while complaints from customers continue to decline as a percentage of total contacts compared to the previous biennium. The Commission experienced a 3 percent increase in utility inquiries as a percentage of total contacts received, and a 10 percent decrease in customer complaints as a percentage of total contacts received in the 2013-2015 Biennium compared to the

previous biennium. The increase in utility inquiries and decrease in complaints demonstrates the continued success of PSC staff's concerted efforts in the area of utility training and outreach as a means ensuring adequate utility service for Wisconsin ratepayers.

Water Rate Cases. During this biennium, utilities filed applications for 111 water and sewer rate cases. These cases were all filed electronically and processed using the PSC's automated municipal water and sewer rate case processing procedures. During the Biennium, 109 non-disputed rates cases were processed in an average of 193 days. Rate cases for larger water systems continue to become increasingly complex and controversial. During the Biennium, the PSC adjudicated a contested rate case for Marshfield Utilities that allowed the use of expense depreciation for long-term main replacement programs. This is an important funding mechanism that encourages utilities to invest in long-term infrastructure needs.

Simplified Rate Cases. A statutory provision adopted in 1995 allows for inflationary rate increases without a hearing and burden of filing information necessary for a full rate case for qualifying municipal water and sewer utilities. In the Biennium, municipal utilities filed 205 Simplified Rate Case applications. The average time to process a Simplified Rate Case was 26 days.

Water Utility Construction Cases. The PSC approved 76 water-related construction projects totaling approximately \$163.7 million. Typical projects included wells, transmission mains, elevated tanks, booster stations, water treatment facilities, and an increasing number of advanced metering systems. On average, the approvals for these projects were completed within 44 days after the Notice of Investigation was issued. In order to provide local communities a more streamlined approval process, the PSC coordinates its project review activities with the Department of Natural Resources (DNR).

Telecommunications Regulation. PSC staff streamlined regulatory filing requirements for telecommunications providers, and enhanced and simplified the way in which providers interface with the PSC. To this end, the PSC eliminated non-essential reporting requirements for Eligible Telecommunications Carriers and upgraded its electronic annual revenue reporting application to be more efficient and easier to use for all providers.

Water Utility Effectiveness and Financial Outreach. The PSC works with the DNR and industry association partners to provide resources that enhance utilities' financial stability. These resources include in-person and online training and targeted outreach to utilities with financial concerns. The PSC also

works with its partners to promote adoption of efficient business practices such as water loss control plans, asset management, and economically optimized infrastructure replacement.

DIVISION OF REGIONAL ENERGY MARKETS

Prevention of Implementation of Competitive Retail Solution Proposal (CRS Proposal). The PSC successfully prevented implementation of a new CRS Proposal by MISO, that may have adversely affected Wisconsin ratepayers. During 2015 and 2016, MISO proposed revisions to its Open Access Transmission, Energy and Operating Reserve Markets Tariff to establish a three-year forward capacity auction to complement the existing Planning Resource Auction. Wisconsin is a traditionally regulated state with retail load under rate regulation by the PSC. Therefore, the CRS proposal could have increased generation capacity prices in Wisconsin without any corresponding benefit to Wisconsin ratepayers. Wisconsin worked with OMS to oppose MISO's filing for a capacity market at the FERC. FERC decided against the imposition of the MISO capacity market construct inside the MISO footprint, and sided with the interests of the MISO states like Wisconsin, which under the 1935 Federal Power Act, have legal jurisdiction over generation resource adequacy, not the Regional Transmission Organizations (RTOs).

Advising on MISO Market Efficiency Projects (MEPs). Wisconsin continues to advise MISO on the concept of transmission MEPs in general. MEPs are transmission projects that improve access to commercially lower cost generation within MISO and surrounding area RTOs, as well as relieve transmission system congestion, which limits efficient dispatch of generation. MISO began its review in this area in 2016 when it received an order by the FERC to revise its transmission service tariff for MEPs. Wisconsin has partnered strongly with the OMS, making tariff suggestions to the FERC on such projects. Recently, Wisconsin's suggestions to MISO on cost allocation for targeted MEPs (tMEPs), a special subset of MEPs, were approved by FERC and adopted by MISO. Wisconsin's cost allocation approach, whereby benefitting stakeholder zones should bear the costs of any new tMEPs, is advantageous to Wisconsin ratepayers and all stakeholders in the MISO footprint.

Participation in MISO Transmission Expansion Planning process (MTEP) and Technical Support.

The MTEP process is an annual robust stakeholder process that identifies and supports development of transmission infrastructure that meets local and regional reliability standards while also allowing for a competitive market among wholesale suppliers. PSC staff continues to play an important role in this process and has provided its input to MISO and OMS for MISO's annual MTEP plans for 2015, 2016, 2017, and continues to work with MISO and OMS on MTEP 2018 and MTEP 2019. In addition, PSC staff

has participated and provided input into special studies examining the MISO footprint diversity in terms of peak load and type of generation, as well as the regional transmission overlay study where examination of whether another transmission overlay to current infrastructure is appropriate.

Co-Managed the Production of the Strategic Energy Assessment (SEA) 2022. PSC staff developed and produced the SEA 2022 which examined the adequacy of electric generation supply in Wisconsin versus peak electric demand. The SEA is produced every two years, and each SEA covers a forward seven-year period. The most recent SEA found that Wisconsin has adequate generation supply, and that Wisconsin meets resource adequacy objectives set by the PSC, MISO, and the North American Electric Reliability Corporation.

Played a Key Roll on Distributed Energy Resource Issues. PSC staff played a key role in the development of the OMS 2017 priority to investigate jurisdictional and wholesale market issues related to distributed energy resources, such as small solar and battery technologies. In addition, PSC staff participated in the MISO Market Roadmap process to ensure appropriate priority was given to address obstacles prohibiting Demand Response participation in wholesale energy markets.

Program Goals and Objectives for 2017-2019 Biennium

COMMISSION GOALS AND OBJECTIVES INCLUDED IN 2017 WI ACT 59

Ensure safe, reliable and reasonably priced energy. The PSC, through its review of applications to adjust utility rates and authorize new construction, will continue to ensure that the reasonable needs of the public for a reliable and affordable supply of energy are met.

Meet consumers' changing needs in Wisconsin's dynamic and competitive utility industry environment. The PSC places importance on the participation of diverse groups in its regulatory actions and will provide consistent and prompt assistance to organizations applying for intervenor compensation. It will also increase consumers' access to alternate telecommunication providers by effectively and efficiently certifying new applicants to telecommunications markets, and facilitate consumer access to competitive telecommunications providers by reviewing and approving interconnection agreements and arbitrating or mediating agreements when providers cannot negotiate one. Lastly, the PSC will thoroughly investigate, resolve and respond to consumer complaints from utility customers.

Foster innovative, cost-effective and conscientious methods of water distribution. As infrastructure ages and budgets tighten, the PSC has set a goal to increase the number of external training sessions given by PSC staff to water utilities, including speaking engagements at water industry association meetings.

Ensure quality utility services are provided in Wisconsin by facilitating the development of programs promoting energy efficiency. The PSC will improve the likelihood of successful energy efficiency incentive programs by working with utilities to facilitate a broad distribution of requests for proposal for business program subcontractors.

DIVISION OF BUSINESS & PROGRAM MANAGEMENT

Relocation to new Hill Farms State Office Building. The PSC will be moving to the new Hill Farms State Office Building in April 2018. As the date approaches, more staff time and resources will be allocated to provide a seamless transition to the new building. This move is being used as an opportunity to further digitize paper records, helping the PSC achieve its paperless initiative.

Focus on Energy Anaerobic Digester Project. The PSC approved a conditional \$15 million Focus on Energy grant to BC Organics, LLC, for an innovative bioenergy system in Brown County. The system will produce renewable natural gas from dairy farm manure and other waste. The project will reduce the need to land spread raw manure, protect sensitive groundwater and surface waters in northeastern Wisconsin, and provide positive economic benefits to participating farms. At the direction of Governor Walker, the PSC, DNR, and the Department of Agriculture, Trade and Consumer Protection collaborated to develop a request for proposals (RFP) on innovative anaerobic digester systems that could produce renewable energy, remove nutrients from manure, protect water quality, and reduce pathogens. The project involves the construction of multiple anaerobic digesters with capability to produce renewable natural gas (RNG) from manure and food waste, and eventually landfill gas. The estimated energy output of 5.7 million therms is equivalent to the home heating needs for 7,600 Wisconsin homes. The RNG will be injected into the interstate natural gas pipeline system for use as a heating and transportation fuel.

New, Additional Funding for Broadband Expansion Grants. 2017 Wisconsin Act 59, allocates an additional \$14 million for broadband expansion grants, and also includes \$2 million in ongoing, annual grant program funding. The PSC's grant program provides assistance to extend private and other public investment to areas of our state where a private company may not see a return on investment that would merit private capital investment. Going forward, the PSC will continue working with communities and providers to leverage private and public funding to bring broadband access to all of Wisconsin.

DIVISION OF ENERGY REGULATION

Grid Modernization. The PSC will lead the discussion among utilities, customers, and other stakeholders to identify the key challenges and opportunities in the continued modernization of Wisconsin's electric grid. This effort will enable Wisconsin electric distribution companies and their customers to take advantage of grid

modernization opportunities, which include enhancing the reliability of electricity service, reducing electricity costs, and empowering customers to adopt new technologies to better manage their use of electricity.

DIVISION OF WATER, TELECOMMUNICATIONS & CONSUMER AFFAIRS

Water Resources Planning. Water utilities in Wisconsin are entering an era during which there will be an increased need for investment in reconstruction of aging facilities. The PSC is working to ensure that Wisconsin utilities maintain efficient operations delivered at reasonable rates. The PSC is supporting effective planning for water resources and demand, as well as creatively addressing the methods utilities can use to replace aging infrastructure, including the continuing abatement of lead service lines.

Utility Education. The PSC will be proactive in educating utilities and their customers regarding legal requirements and the ratemaking process to help ensure utilities are providing service to their customers in a cost-effective manner that meets the needs of the ratepayers in their service territories.

Matching the complexity of consumer and utility issues. The total number of contacts from customers and utilities has increased and the issues analyzed are more complex. This demonstrates that utilities recognize the PSC staff as a resource to ensure service is being provided in accordance with the law. Also, the nature of contacts from utility customers has changed to increasingly more complicated billing and rates questions, rather than more straightforward questions regarding disconnections and payment arrangements. The PSC will continue to evolve its staffing to ensure there are adequate staff resources to respond to complex situations and provide related data analysis to decision makers.

DIVISION OF REGIONAL ENERGY MARKETS

Monitoring Government and other Regulatory Bodies. The PSC will continue to track issues through MISO, OMS, the FERC and other organizations and agencies in order to advance the interests of Wisconsin and Wisconsin ratepayers.

Maintaining influence within MISO, OMS, and other Regional Transmission Organizations. The PSC currently holds leadership roles in OMS workgroups that directly advise MISO on transmission planning, cost allocation, renewable energy, and wholesale market issues. These leadership roles are expected to continue, ensuring that Wisconsin's interests are represented. In addition, the PSC has a vice chair spot on MISO's work group that deals with cost allocation, and in 2018, a Wisconsin Commissioner is expected to be part of the OMS Executive Committee.

Strengthening an already strong stakeholder process. The PSC has established a regular schedule of meetings with state utilities, transmission developers, consumer advocacy groups and others to foster communication and dialogue on a wide range of wholesale energy issues. This stakeholder process will continue to evolve and improve.

Creating & developing flexible-time schedules & alternative work patterns

COMMISSION BEST PRACTICES

The PSC recognizes staff achievement in various ways. One strong movement has been to provide high-performing staff with the option of a flexible-time schedule or alternative work patterns. This has been successful in its implementation over the years and allows non-monetary reward to staff who deserve it.

The PSC sees flexible-time schedules and alternative work patterns as a benefit for those staff that achieve the PSC's core values. Recently, the PSC revised current policy related to flex-time and other alternative work patterns to better address processes and procedures, creating an annual request and approval process of such schedules.