

1 Q. Further to response to Request for Information NP-NLH-036:

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3 Please provide a detailed description of the input Hydro management had in the
4 development of the Business Systems Transformation Program being managed by
5 Nalcor Energy.

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7 A. Input from Hydro management was acquired initially through interviews and
8 workshops to identify areas of business improvement and requirements throughout
9 the organization. This input was presented to the Business Systems Transformation
10 Program Steering Committee which includes Hydro senior management, as
11 described in Hydro's response to NP-NLH-182. The Program Steering Committee
12 reviewed and approved the planned initiatives and approach of the Program,
13 including decisions on Requests for Proposals (RFPs) and selection of specific
14 software. Project updates on scheduling, cost, risk, and resourcing requirements are
15 discussed at the Program Steering Committee meetings and planned direction
16 reviewed and approved.

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18 Hydro management were also provided with copies of detailed requirements
19 gathered prior to issuance of the RFP, for review for completeness and
20 prioritization, and were involved in the review and evaluation of software proposed
21 through the RFP process (including demonstrations of proposed products).

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23 The business processes in each area were inventoried and recommendations
24 proposed by the project team and implementation partners were reviewed with the
25 Business Process Owners, as listed in Table 1, for decisions, with consultation and
26 representation from Hydro. These decisions were then incorporated into system

1 design. Detailed business process changes were also presented to a broader
2 stakeholder group prior to and during the design process.

Table 1 Business Process Owner Representation from Hydro

<u>Area Represented</u>
Asset Management
Customer Service
Finance
Human Resources
Information Management
Information Technology
Materials Management
Procurement
Regulatory Affairs
Safety & Environment
Transmission & Rural Operations

3 Hydro resources were also seconded to the Project Teams and have been and
4 continue to be involved in testing activities, validating that required business
5 requirements have been met and that the systems are functioning as designed.