

1 Q. **Reference: Evidence, page 4, lines 11-15**

2 Describe the mandate and composition of the Business System Transformation Program
3 Steering Committee. If there is a written Terms of Reference for the committee please
4 provide it.

5

6

7 A. The mandate of the Business Systems Transformation Program Steering Committee (the
8 “Committee”) is included in the terms of reference provided in PUB-NLH-191, Attachment
9 1.

10

11 The Committee is comprised of Executive and Senior Management from all lines of
12 business. A list of Newfoundland and Labrador Hydro representatives is provided in
13 Newfoundland and Labrador Hydro’s response to NP-NLH-182.

14

15 Executive representing other areas of the business include:

- 16 • Director, Financial Planning, Treasury and Risk Management (Senior Manager,
17 Financial Planning and Treasury);
- 18 • Chief Accounting Officer;
- 19 • Executive Vice-President, Power Development;
- 20 • Executive Vice-President, Offshore Development;
- 21 • Executive Vice-President, Power Supply;
- 22 • Executive Vice-President, Finance and Chief Financial Officer;
- 23 • Vice President, Transition to Operations;
- 24 • Chief Human Resources Officer and Vice-President, Safety, Health and
25 Sustainability (Senior Manager, Human Resources Corporate Services);
- 26 • Vice-President, Transmission, Distribution and NLSO;
- 27 • Vice-President, Finance, Power Supply;
- 28 • Vice-President, Transmission and Community Affairs;
- 29 • Vice-President, Engineering, Power Supply;

- 1 • Vice-President, Production Power Supply and Energy Marketing; and
- 2 • Director, Internal Audit.

3

4 Other standing members from the Program and Information Systems Team include:

- 5 • Senior Manager, Project Delivery and Enterprise Architecture;
- 6 • Project Manager of each project;
- 7 • Senior Manager, Business Solutions and Information Management;
- 8 • Program Manager;
- 9 • Chief Information Officer; and
- 10 • Program Business Lead.

Business Systems Transformation Program Steering Committee Responsibilities

The Business Systems Transformation Program (the “Program”) Steering Committee is comprised of representatives from all of Nalcor’s lines of business and plays a pivotal role in the oversight of the Program. The Committee provides overall approval of the approach, initiatives, and priorities ensuring the needs of their respective areas are considered. The Committee ensures any escalated issues and decisions from each of the projects are resolved.

The following outlines the key responsibilities of the Program Steering Committee members:

- The Program Steering Committee members will represent their respective Lines of Business and voice any concerns for discussion at the Committee meetings.
- The Program Steering Committee will provide approval of the planned strategy presented by the Program Team including the acquisition of specific software, priority and timing of initiatives, and allocation of budget.
- The Program Steering Committee members should ensure that the proposed strategy for the Program aligns with overall corporate goals.
- Recommendations on significant software acquisitions will be presented to the Program Steering Committee after appropriate evaluation for final approval.
- The Program Steering Committee members will ensure that the Business Systems Transformation Initiatives are included in their Strategic Plans and will promote the Program to their respective areas.
- The Program Steering Committee members will ensure overall commitment of resources.
- The Program Steering Committee will review and ensure that risks have been appropriately identified, assessed and addressed.
- Issues that cannot be resolved by the Business Process Owners Committee will be escalated to the Program Steering Committee level for resolution. In some cases, issues that do not impact all areas may be resolved by a subset of the Committee.

- If unable to attend a Program Steering Committee meeting, Committee members must delegate their attendance to a person that is appropriately informed and able to make decisions at the meeting on their behalf.
- Unresolved conflicts at the Program Steering Committee level will be escalated to the Executive Vice President, Finance; the General Manager, Information Technology; and Chief Information Officer (“CIO”).