

1 **Q. Reference: “2021 Capital Budget Application,” Newfoundland Power, July 9, 2020**
 2 **Volume 1, Schedule B, Customer Service System Replacement (Other, Multi-year)**
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4 **Has a change management plan been developed and implemented to support this**
 5 **project and have these costs been included in the estimate? If yes, please provide the**
 6 **details of the plan and the costs. If not, why not?**
 7

8 A. Newfoundland Power’s *Customer Service Continuity Plan* was developed based on a
 9 comprehensive assessment of what changes may be required to its operations upon
 10 implementing a modern Customer Information System (“CIS”). Potential changes were
 11 assessed in four key areas:
 12

13 **(i) Business Processes**

14 A business process mapping exercise was completed to understand the level of
 15 change required to Newfoundland Power’s existing processes upon implementing
 16 a modern CIS.¹ A total of 43 critical customer service processes were mapped. A
 17 review of the maps showed that the Company’s business processes are
 18 comparable to other utilities and can be delivered by a modern CIS through the
 19 base product or standard configuration. Only minor changes to existing business
 20 processes are expected to be required as part of this project.
 21

22 **(ii) Supporting Technologies**

23 All applications interfacing with Newfoundland Power’s Customer Service
 24 System were reviewed to determine what changes would be required upon
 25 implementing a modern CIS.² Each application was assigned a disposition as to
 26 whether it could be retained, retired or reviewed in the future. This exercise
 27 showed that the functionality provided by 20 internally developed applications is
 28 standard within a modern CIS. These applications are expected to be retired as
 29 part of this project, thereby streamlining Newfoundland Power’s IT environment.
 30

31 **(iii) Data Quality**

32 A data quality assessment was completed to determine the level of change
 33 required to customer data prior to implementing a modern CIS.³ The assessment
 34 showed that Newfoundland Power’s data quality is “very good” in comparison to
 35 other utilities. The assessment also showed that, consistent with industry
 36 experience, considerable change is still needed to efficiently migrate the
 37 necessary data to a modern CIS.

¹ See the 2021 Capital Budget Application, Volume 1, Customer Service Continuity Plan, Attachment A, Appendix D.

² See the 2021 Capital Budget Application, Volume 1, Customer Service Continuity Plan, Attachment A, Appendix C.

³ See the 2021 Capital Budget Application, Volume 1, Customer Service Continuity Plan, Attachment A, Appendix E.

1 **(iv) Customer Experience**

2 Newfoundland Power assessed potential opportunities to improve the customer
3 experience upon implementing a modern CIS.⁴ A total of 29 potential future
4 enhancements were identified. Approximately 55% of these enhancements will
5 be assessed as part of implementing a modern CIS.⁵ The remainder will be
6 assessed over the medium to longer term.

7
8 Overall, the assessment showed that a modern CIS would fit well within Newfoundland
9 Power's operations from both functional and technical perspectives.⁶ Changes to existing
10 processes and technologies are expected to be minimal as part of implementing a modern
11 CIS, while changes to existing data are expected to be significant.⁷

12
13 Newfoundland Power's *Customer Service Continuity Plan* includes a resourcing plan that
14 will ensure all required changes are effectively implemented. This includes 2 full-time
15 FTEs dedicated solely to overseeing change management. These resources will work
16 directly with senior project leads⁸ and will be responsible for documenting and
17 communicating any changes in business processes and related technologies during the
18 project. Furthermore, execution of the *Customer Service Continuity Plan* will include a
19 governance structure and change management tools consistent with industry best
20 practices.⁹

⁴ See the 2021 Capital Budget Application, Volume 1, Customer Service Continuity Plan, Attachment A, Appendix B.

⁵ See the 2021 Capital Budget Application, Volume 1, Customer Service Continuity Plan, Attachment B, pages 11 to 14.

⁶ See the 2021 Capital Budget Application, Volume 1, Customer Service Continuity Plan, Attachment A, page 3.

⁷ Newfoundland Power's plan includes the implementation of a data readiness framework and the development of software to automate the conversion and migration of data to the replacement solution. For more information, see response to Request for Information NLH-NP-007.

⁸ Senior project leads are internal employees that will be responsible for deciding upon the specific changes to Newfoundland Power's business processes or technologies that will be required upon implementing a modern CIS.

⁹ As examples, Newfoundland Power will implement a RAID log and RACI tool in executing its plan. A RAID log is a program management tool to track project risks, issues and decisions. A RACI tool is a project management tool for communicating roles and responsibilities. These tools will be implemented during the Pre-Implementation phase of the project.