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April 30, 2021

Mr. Patrick Wruck
Commission Secretary and Manager
Regulatory Support
British Columbia Utilities Commission
Suite 410, 900 Howe Street
Vancouver, BC V6Z 2N3

Dear Mr. Wruck:

RE: Project No. 1598975
British Columbia Utilities Commission (BCUC or Commission)
British Columbia Hydro and Power Authority (BC Hydro)
Supply Chain Applications Project (SCA Project)
PUBLIC Semi-Annual Progress Report No. 4
October 2020 to March 2021 (Report)

BC Hydro writes to provide its confidential Report in compliance with BCUC Order No. G-78-19. The Report is consistent with other project-specific progress reports filed with the BCUC and provides an update on the SCA Project's scope and activities, cost, benefits, risks, and schedule, as applicable, over the period from October 1, 2020 to April 30, 2021.

The Project was successfully placed into service on August 4, 2020. Since that time, the new SAP based system has been used to execute all of BC Hydro's supply chain processes. BC Hydro has continued to focus on stabilizing the new technology system and business processes as internal and external end users continue to work remotely, in response to the COVID-19 pandemic. As discussed in section 5 of the Report, BC Hydro now expects to file the fiscal 2021 Benefits Realization Annual Report on or before August 31, 2021.

BC Hydro is providing the confidential Report to the Commission only. A public version of the Report is being filed under separate cover redacting commercially sensitive and contractor-specific information and is available at www.bchydro.com.

BC Hydro seeks this confidential treatment pursuant to section 42 of the Administrative Tribunals Act and Part 4 of the Commission's Rules of Practice and Procedure.

April 30, 2021
Mr. Patrick Wruck
Commission Secretary and Manager
Regulatory Support
British Columbia Utilities Commission
Supply Chain Applications Project (SCA Project)
PUBLIC Semi-Annual Progress Report No. 4
October 2020 to March 2021 (Report)

For further information, please contact Chris Sandve at 604-974-4641 or by email at bchydroregulatorygroup@bchydro.com.

Yours sincerely,



Fred James
Chief Regulatory Officer

tl/tl

Enclosure

BC Hydro Supply Chain Applications Project

Progress Report No. 4

October 1, 2020 to March 31, 2021

PUBLIC

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1 Background

BC Hydro must procure materials and services on a day to day basis in order to maintain safe and reliable electric service to customers. Third party materials and service acquisitions are expected to be in the order of \$2 billion annually for at least the next ten years. To meet BC Hydro's current and future business needs, reduce risk, and provide benefits for supply chain activities, BC Hydro has replaced its supply chain IT platform with an SAP-based IT system through the Supply Chain Applications Project (**SCA Project** or **Project**). The Project was successfully placed into service on August 4, 2020. Since that time, the new SAP based system has been used to execute all of BC Hydro's supply chain processes. The new system has not suffered a major failure since being placed into service. Under normal circumstances, implementing a new Enterprise Resource Planning technology system and process is very challenging. The added complexities of implementing the Supply Chain Applications Solution (**SCA Solution**) as the Project team and internal and external end users are working remotely in response to the COVID-19 pandemic underscore the significance of successfully achieving this milestone.

The new supply chain software and business processes put in place by the SCA Project are expected to provide the necessary supply chain tools for BC Hydro to more efficiently and effectively manage its third party materials and service acquisitions. The benefits of the SCA Project include improved efficiency, risk reduction, and cost savings for materials and services procured over the life of the new SAP supply chain system.

In October 2017, the British Columbia Utilities Commission (**BCUC**) issued Order No. G-158-17, accepting the SCA Project's capital expenditure schedule of \$22.5 million to \$29.7 million required to complete work up to the end of the Definition Phase and directing BC Hydro to file a Phase Two Verification Report (**Verification Report**) at the end of the Definition Phase. BC Hydro filed the Verification Report in October 2018, and in April 2019 the BCUC issued Order

1 No. G-78-19 accepting the capital expenditure schedule of \$38.5 million to
2 \$45.4 million to complete the Implementation Phase.

3 By Order No. G-78-19, BC Hydro was directed to file semi-annual progress reports
4 on the SCA Project. BC Hydro filed Progress Report No. 1 in October 2019,
5 Progress Report No. 2 in April 2020, and Progress Report No. 3 in October 2020.
6 BC Hydro filed an update with the BCUC on the changes to the Project's cost and
7 schedule as a result of the measures implemented in response to the COVID-19
8 pandemic on June 15, 2020. Progress Report No. 4 covers the period from October
9 1, 2020 to March 31, 2021 (the **reporting period**).

10 **2 Project Status**

11 During this reporting period, the SCA Project team has continued to focus on
12 stabilizing the new technology system and business processes. Stabilization
13 activities include resolving technical system defects, providing refresher training to
14 end users, and transitioning support activities to the internal sustainment team that
15 will be responsible for ensuring the new technology and business processes
16 continue to operate correctly throughout the life of the asset.

17 Throughout the reporting period, the Project team and most of the system's
18 end-users continued to work remotely due to the COVID-19 pandemic, which has
19 prolonged the stabilization activities. The overall Project risk has decreased in this
20 reporting period as the Project activities are nearing completion and the technical
21 solution has been largely stabilized.

22 In November 2020, an updated Expenditure Authorization was approved in
23 accordance with BC Hydro's Financial Approval Authority Policy. The Project was
24 authorized to draw \$1.2 million from the Project reserve to cover the additional costs
25 resulting from the extended stabilization period. As of the end of the reporting period,
26 the stabilization activities were largely completed, and the Project has started to
27 transition support to the internal BC Hydro sustainment teams within the Technology

1 group and the business units. Work on finalizing the reporting and dashboard
 2 components of the solution also continued during this reporting period, but is
 3 progressing behind schedule due to the need for additional work to complete
 4 portions of the reports that were found to not fully meet the defined business
 5 requirements and due to resource constraints resulting from the need to focus the
 6 team on higher priority stabilization activities.

7 During this period, the Project team has continued to focus on supporting the
 8 end-users of the new technology system with ongoing training and prioritizing and
 9 correcting system defects. As it is expected with any large and complex technology
 10 system, there have been defects identified since the go-live date. By the end of the
 11 reporting period, the technical solution has largely been stabilized, and 561 of the
 12 593 defects identified since go-live on August 4, 2020 have been corrected. Of the
 13 32 defects remaining open, none are categorized as critical or high impact, eight are
 14 listed as medium impact, and 24 are listed as having low impact.

15 This section discusses the status of the Project as at the end of the reporting period.

16 **Table 1 Project Status Dashboard**

17 ● Green: No Concerns; ● Amber: Some Concerns but in Control; ● Red: Serious Concerns

Status as of:		March 31, 2021	Overall:
Overall Assessment	●	The overall Project rating is amber this period due to schedule slippage in completing the reporting components of the system. Updated plans are in place to complete delivery of the reporting solution in the next reporting period. Stabilization activities for all other components of the SCA system have been largely completed and the process is underway to transition support to the sustainment teams. The Project risk has decreased during this report period as the Project activities are nearing completion.	●
Scope & Activities	●	There have been no material changes to the Project scope since the start of the Implementation phase. There were changes to planned activities in this reporting period, such as the need to extend some stabilization activities and rework elements of the reporting solution. Please refer to section 3 for more information on the changes to planned Project activities.	

Status as of:	March 31, 2021		Overall:	●
Cost	●	In November 2020, an updated Expenditure Authorization was approved in accordance with BC Hydro's Financial Approval Authority Policy. A draw of \$1.2 million was made for the additional costs associated with the extension of some stabilization activities. The remaining Project reserve is \$0.9 million, and the Project is on track to be completed within the Authorized Amount of \$82.3 million approved by the Board of Directors in June 2020. Please refer to section 4 for more information on the Project cost.		
Benefits	●	The Project's planned baselines, metrics, measures, and / or the tracking plan had been updated in the prior benefits realization update report. The effort benefits realization is expected to be delayed by a year due to the prolonged stabilization period. Please refer to section 5 for more information on the next benefits realization report.		
Risk	●	The rating for Project risk is green for this reporting period as the Project activities are largely completed, which has reduced the potential impact of the few remaining risks. Please refer to section 6 for more information on Project risks.		
Schedule	●	The rating for Project schedule remains amber due to the delay in completing planned reporting and dashboard development activities for this reporting period. This work was planned to be completed in this reporting period; however, the need to assign resources to address other priority stabilization activities, combined with the need for additional work to complete portions of the reports that were found to not fully meet the defined business requirements, have resulted in a delay. The reporting solution is expected to be completed in the next reporting period. Please refer to section 7 for further information on the changes to the Project schedule.		

1 **3 Project Scope & Activities**

2 There were no material changes in Project scope in the reporting period. This
 3 section covers the major accomplishments and work completed in the reporting
 4 period as well as provides updates on any planned activities in the next reporting
 5 period.

6 There were two changes to Project activities in the reporting period as outlined in
 7 [Table 2](#) below. [Table 2](#) provides a summary of the identified change and the impact
 8 of the change. The cost implication of these changes is discussed in the section [4](#).

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**Table 2 Identified Changes in Activities and
Impact on the SCA Project**

Description of Change	Identified Impact
Extension of stabilization activities as a result of the reduced effectiveness of training and user support activities due to the remote work environment.	Additional time and cost
Additional time to complete some reports as portions of the delivered solution were found to not fully meet the defined business requirements.	Additional time
Additional minor system enhancements approved by the Steering Committee in order to improve adoption of the system.	Additional cost

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3.1 Major Accomplishments and Work Completed

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During this reporting period, the Project largely completed the system stabilization activities for the core transactional components of the system (i.e., all portions of the system except for reporting), and began to transition the support for the new system and business processes to the sustainment teams. The following sections discuss this key accomplishment in more detail and describe the other major accomplishments achieved during the current reporting period.

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3.1.1 Configuration

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System configuration activities were completed in a prior reporting period.

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3.1.2 Detailed Design and Writing of Custom Program Code

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Detailed design activities and custom program code development activities were completed in a prior reporting period for the SCA Solution’s core transactional components. The outstanding development for the SCA Solution’s reporting components was planned to be completed in this reporting period, but has been delayed due to resource restrictions and the need for additional work to complete some previously delivered reports. The additional development work is covered within the System Integrator’s fixed-price contract. All remaining development work is expected to be completed in the next reporting period.

1 **3.1.3 Data Migration**

2 The Project's data migration activities were successfully completed in the previous
3 reporting period.

4 **3.1.4 Go-live Planning**

5 The Project's go-live planning activities were completed in the previous reporting
6 period.

7 **3.1.5 Testing**

8 Integration and user-acceptance testing of the SCA Solution for the core
9 transactional system were completed in prior reporting periods. User-acceptance
10 testing for individual reports was performed this period as each report was delivered
11 by the System Integrator. User-acceptance testing of the final reports are expected
12 to be completed in the next period.

13 **3.1.6 End-User Documentation & Training**

14 During this reporting period, the Project team continued to deliver planned and
15 refresher training classes virtually. By the end of the reporting period, training was
16 materially completed. Ad hoc training on specific topics is expected to continue until
17 October 2021 to reinforce full adoption of the new processes. Because certain
18 portions of the reporting solution are not delivered, training on the reporting solution
19 cannot be done and is planned to be completed in the next reporting period.

20 Also during the reporting period, the training material was transferred to the
21 sustainment training repository, and the responsibility for ongoing training was
22 transitioned to the sustainment team.

23 **3.1.7 Value Assurance Services**

24 Delivery of the SAP value assurance services was completed in the previous
25 reporting period. SAP worked with the Project team to help prioritize and resolve
26 issues with the SAP and Ariba software up to January 2021.

1 **3.1.8 Stabilization Activities**

2 During this reporting period, stabilizing the SCA Solution remained the priority of the
3 Project. Stabilization activities focused on continuing to resolve technical system
4 defects, providing refresher training to end users, and transitioning support activities
5 to the sustainment teams.

6 With any large and complex technology system, there is an expectation that
7 technical defects will be identified once the solution is placed into service. Since
8 being placed into service, 593 defects have been logged (240 in this period), 561 of
9 which have been resolved as of March 31, 2021. Of the remaining unresolved
10 defects, 11 are covered by the system integrator, PricewaterhouseCoopers' (**PwC's**)
11 warranty and are expected to be resolved by the end of April 2021. The PwC
12 warranty of the technical solution (other than the outstanding reporting components)
13 expired [REDACTED] The warranty for the reporting solution will continue
14 [REDACTED] beyond the date on which of each of the remaining reports is
15 delivered to BC Hydro for user-acceptance testing.

16 **3.2 Plans for Next Six Months**

17 Work to be started or completed in the next reporting period includes the following:

- 18 • Continue delivering ad hoc refresher training as required to ensure full adoption
19 of the new processes;
- 20 • Completion of the final system enhancements approved during this reporting
21 period;
- 22 • Completion of report development, testing, and user training;
- 23 • Completion of the transition of support activities to the sustainment teams; and
- 24 • Drafting of the Project Closure and Evaluation Report.

1 **3.3 Quality Assurance Advisor’s Monthly Report**

2 KPMG completed its services as the Quality Assurance Advisor on the Project in the
3 previous reporting period.

4 **4 Project Cost**

5 **4.1 Project Cost Summary**

6 In Report No. 3, the total Project Forecast Cost Range was \$80.2 million to
7 \$82.3 million. This included the actual total cost for the pre-Implementation phase of
8 \$25.5 million, the total capital forecast cost range for the Implementation phase of
9 \$44.4 million to \$46.2 million, and the estimated operating cost range to complete
10 the Implementation phase of \$10.4 million to \$10.7 million.

11 In November 2020, the BC Hydro CEO approved an updated expenditure
12 authorization to cover an extension of additional two months of system stabilization
13 activities, which resulted in a draw on Project reserve of \$1.2 million to cover
14 additional BC Hydro resource costs and minor technical enhancements to be
15 delivered by the System Integrator. The extension was necessary due to the
16 prolonged stabilization activities resulting from the majority of end-users working
17 remotely due to the COVID-19 pandemic. This risk was identified when the Board of
18 Directors approved the 11 week Project schedule extension in June 2020 in
19 response to the COVID-19 pandemic, and a Project reserve of \$2.1 million was
20 established at that time to cover the potential additional costs.

21 The total Project Forecast Cost Range is now \$81.4 million to \$82.3 million. There is
22 no change in the Project Authorized Cost Estimate from the last progress report.
23 [Table 3](#) shows the current Project forecast cost and the actuals-to-date. Also
24 included in this section are explanations of the variances between the Current
25 Forecast Cost and the accepted Verification Report Cost Estimate.

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Table 3 Project Expenditure Summary – Forecast and Actual Cost (in millions)

L i n e #	Description	A	B	C	D	E	F	G	H	I	J	K	L	M	N
		Verification Report Cost Estimate			Prior Report's Forecast	Current Forecast Cost			Forecast Cost Analysis				Actual Cost Analysis		
		CapEx Cost	OpEx Cost	Total Cost	Total Cost	CapEx Cost	OpEx Cost	Total Cost	\$M [G - D]	\$M [G - C]	% [G / C]	Notes	Actual Cost-to-Date \$M	% of Current Forecast [L / G]	% of Verification Report Cost Estimate [L / C]
1	Pre-Implementation Costs														
2	Supply Chain Transformation Blueprint (Early Design Costs)	7.3	0.0	7.3	7.3	7.3	0.0	7.3	0.0	0.0	100.0%		7.3	100.0%	100.0%
3	Identification Phase Costs	0.0	1.2	1.2	1.2	0.0	1.2	1.2	0.0	0.0	100.0%		1.2	100.0%	100.0%
4	Definition Phase Costs	15.3	1.6	16.9	16.9	15.4	1.5	16.9	0.0	0.1	100.3%		16.9	100.0%	100.3%
5	Total Pre-Implementation Phase Cost	22.6	2.8	25.4	25.5	22.7	2.7	25.5	0.0	0.1	100.2%	1	25.5	100.0%	100.2%
6	Implementation Phase Costs														
7	System Integrator's Direct Costs														
8	Realization														
9	Final Preparation														
10	Stabilization														
11	<i>Total System Integrator's Estimated Cost</i>														
12	BC Hydro's Internal Direct Cost														
13	Realization														
14	Final Preparation														
15	Stabilization & Extended Onboarding														
16	<i>Total BC Hydro's Internal Estimated Cost</i>														
17	Total Implementation Phase Direct Costs														

L i n e #	Description	A	B	C	D	E	F	G	H	I	J	K	L	M	N
		Verification Report Cost Estimate			Prior Report's Forecast	Current Forecast Cost			Forecast Cost Analysis				Actual Cost Analysis		
		CapEx Cost	OpEx Cost	Total Cost	Total Cost	CapEx Cost	OpEx Cost	Total Cost	\$M [G - D]	\$M [G - C]	% [G / C]	Notes	Actual Cost-to-Date \$M	% of Current Forecast [L / G]	% of Verification Report Cost Estimate [L / C]
18	Contingency (% * Direct Future Costs)														
19	Interest During Construction	2.3	0.0	2.3	2.5	2.5	0.0	2.5	0.0	0.2	109.0%	10	2.5	99.7%	108.7%
20	Total Implementation Phase Expected Cost Estimate	38.5	7.4	45.9	54.8	45.6	10.3	55.9	1.1	10.0	121.8%		54.8	98.0%	119.4%
21	Total Project Expected Cost Estimate	61.1	10.2	71.3	80.2	68.3	13.1	81.4	1.1	10.1	114.1%		80.2	98.6%	112.6%
22	Project Reserve - Reserve For Known Risks	1.3	0	1.3	2.1	0.6	0.3	0.9	-1.2	-0.4	72.3%		0.0	0.0%	0.0%
23	Project Reserve - Incremental Contingency	5.4	1.1	6.5	-	0.0	0.0	0.0	0.0	-6.5	0.0%		0.0	n/a	0.0%
24	Incremental Interest During Construction on project reserve	0.2	0	0.2	-	0.0	0.0	0.0	0.0	-0.2	0.0%		0.0	n/a	0.0%
25	Total Project Reserve	6.9	1.1	8	2.1	0.6	0.3	0.9	-1.2	-7.1	11.8%	11	0.0	0.0%	0.0%
26	Total Project Authorized Cost Estimate	68	11.3	79.3	82.3	68.9	13.4	82.3	0.0	3.0	103.8%		80.2	97.5%	101.2%

1 Numbers may not add up due to rounding

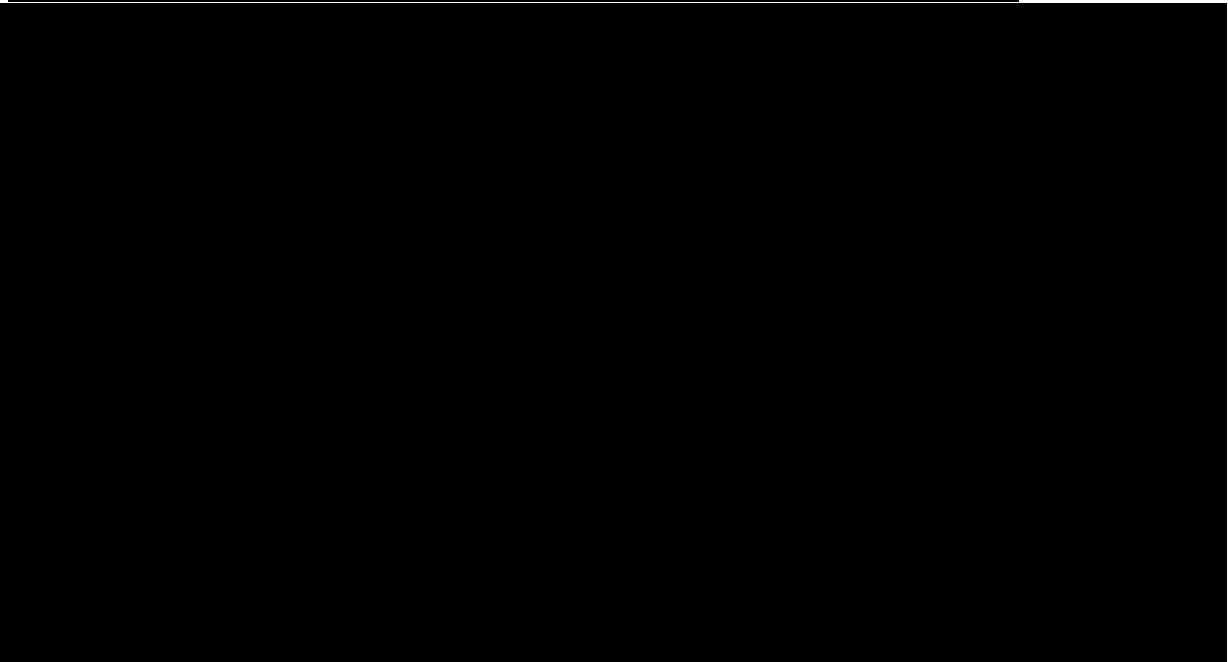
1 The notes below explain the variance between the Current Forecast Cost and the
2 Verification Report Cost Estimate and the total forecast as at the end of the prior
3 reporting period. Notes refer to notes 1 to 11 in Column K of [Table 3](#), referencing the
4 change in Columns H and I:

5 **Changes in Pre-Implementation Phase Costs:**

- 6 1. There has been no change in the pre-Implementation phase costs from what
7 was reported in Progress Report No. 3. The change from the Verification
8 Report was reported in Progress Report No. 1.

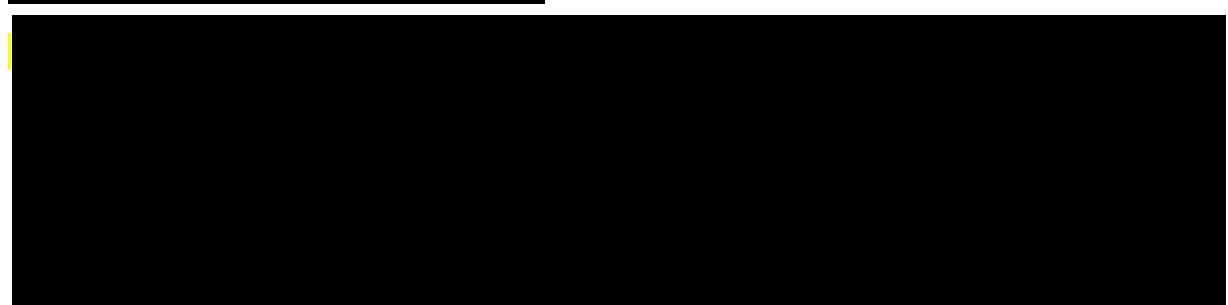
9 **Changes in System Integrator Implementation Phase Direct Costs:**

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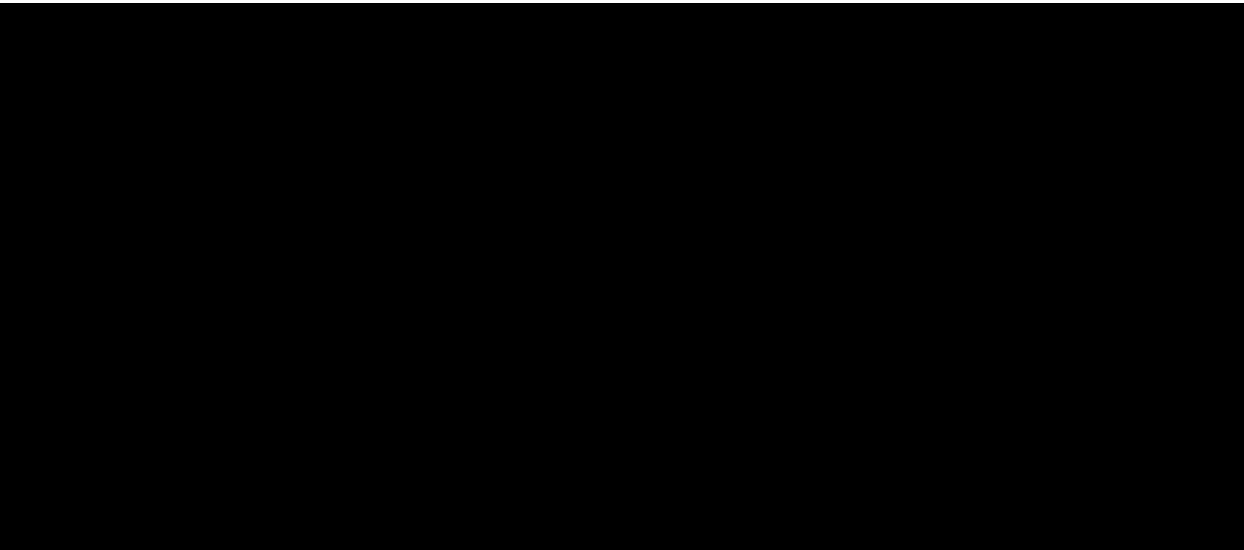


21 **Changes in BC Hydro Direct Costs:**

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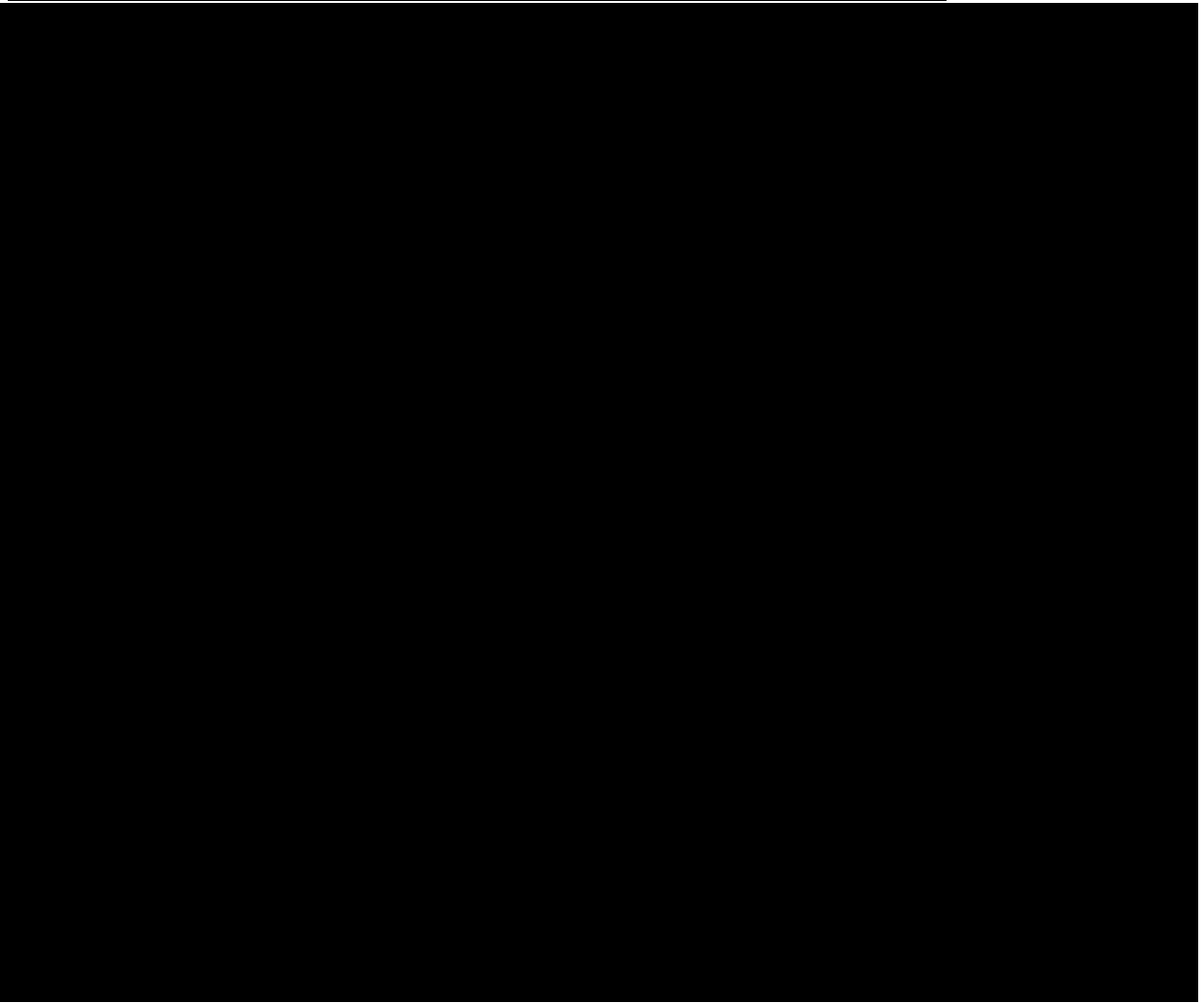


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10 **Changes in Total Implementation Phase Costs & Indirect Costs:**

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3 10. There has been no change in the Interest during Construction (**IDC**) for the
4 Implementation phase in this reporting period.

5 11. Refer to section [4.3](#).

6 The total Project reserve has decreased by a net amount of \$7.1 million from the
7 amount in the Verification Report. A draw on the Project reserve was approved in
8 this reporting period totaling \$1.2 million to cover the costs associated with the
9 extension of stabilization activities. The draw on Project reserve is outlined in
10 [Table 5](#) below. Please refer to section [4.3](#) for a discussion of the draw on the Project
11 reserve.

12 **4.2 Project Contingency**

13 Project contingency draws are approved by the Project Steering Committee, and
14 none of the approved contingency draws are as a result of changes in the Project
15 scope.

16 In this reporting period, the extension to the Project stabilization activities due to the
17 remote work environment resulted in a draw on contingency of [REDACTED] to cover
18 the [REDACTED]. A draw of
19 another [REDACTED] was also approved to cover the costs of a series of technical
20 system enhancements requested by BC Hydro's contractors who are required to use
21 the SCA technology in their interactions with BC Hydro.

22 There was a deposit into contingency this reporting period of \$0.2 million. The
23 contingency at the end of the reporting period is [REDACTED]

24 [Table 4](#) provides a detailed description of the project contingencies drawn this
25 period.

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**Table 4 Project Contingency Draws & Deposits:
Component Breakdown**

Description	Impact	Capital Contingency (\$ '000) ¹	Operating Contingency (\$ '000) ¹	Total Contingency (\$ '000) ¹
Contingency at the start of reporting period				
Contingency Deposits this period				
Project Reserve Draw November 2020				
Subtotal Contingency Deposits this period				
Contingency Draws this period				
Additional BC Hydro cost related to stabilization activities extension	Schedule change and additional cost			
Additional technical enhancements for ROC vendor optimization	Additional cost			
Subtotal Contingency Draws this period				
Contingency at the end of reporting period				

3 1. Numbers may not add up due to rounding.

4 **4.3 Project Reserve**

5 In the previous reporting period, the Board of Directors delegated approval authority
6 for further draws on Project reserve to BC Hydro's CEO. The Project cannot access
7 the remaining Project reserve without first obtaining approval from the Steering
8 Committee and then the CEO. To secure the release of the Project reserve, a formal
9 expenditure authorization request revision is required.

10 In November 2020, BC Hydro's CEO approved a draw on Project reserve of
11 \$1.2 million to cover additional costs associated with the two month extension in the
12 stabilization activities, System Integrator costs for additional minor system
13 enhancements, and additional contingency. [Table 5](#) provides a component
14 breakdown of the \$1.2 million Project reserve draw.

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Table 5 Project Reserve Draw: Component Breakdown

Description of Change	Capital Reserve (\$ '000) ¹	Operating Reserve (\$ '000) ¹	Total Reserve (\$ '000) ¹
Additional BC Hydro direct costs due to the extension of stabilization activities			
Additional PwC costs for additional technical enhancements			
Contingency (5% of direct costs still to be spent)			
Incremental Interest During Construction (IDC)			
Total Reserve Draw	1,129	31	1,160

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1. Numbers may not add up due to rounding

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[Table 6](#) below provides the remaining Project reserve and highlights the changes in the Project reserve from what was provided in the Verification Report.

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Table 6 Project Reserve Balance

Description	Verification Report (\$ millions)	Report No. 4 (\$ millions)
Project Reserve for Unknown Risks	6.5	0.0
Project Reserve for Known Risks		
Offshore Development risk	1.0	0.0
Unifier to SAP interface risk	0.3	0.0
Remote training delivery and Stabilization stage user support may require extending the stabilization period	N/A	0.9
Incremental Interest During Construction (IDC)	0.2	0.0
Remaining Project Reserve¹	8.0	0.9

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1. Numbers may not add up due to rounding

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4.4 Summary of Individual Contracts Exceeding \$3.0 million

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The table below provides a summary of the total contract with PwC, the System Integrator, as reflected in the Statements of Work. There are no other contracts exceeding \$3 million.

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Table 7 Summary of Contracts exceeding \$3.0 million

No.	Supplier and Scope of Supply		Initial Contract Value (\$ million)	Forecast Contract Cost (\$ million)	Actuals to March 31, 2021 (\$ million)
1	PwC	System Integrator Costs – Design Stage			
2	PwC	System Integrator Costs – Implementation Phase			

- 1 Total fixed fee as of Statement of Work #2 signed on February 9, 2018
- 2 This is the final contract amount for the work completed in the Design Stage.
- 3 Total fixed fee as of Statement of Work #3 signed on October 19, 2018.
- 4 Actual costs to date based on PwC's cost accrued in BC Hydro's accounts.

5 Project Benefit Realization

BC Hydro previously committed to filing the Benefits Realization Annual Report for fiscal 2021 on or before May 15, 2021. In order to align with the filing date of the revenue requirements application and to allow the Project team to focus on extended stabilization activities as discussed in section 3, BC Hydro now expects to file the fiscal 2021 Benefits Realization Annual Report as a stand-alone report on or before August 31, 2021. BC Hydro intends to report on the Project benefits in future Benefits Realization Annual Reports until the benefits have been fully realized or the tenth anniversary of the in-service date, whichever is sooner.

As previously reported in the Benefit Realization Update Report, effort benefits were assumed to ramp up after the first year of stabilization and reach 100 per cent by the end of a three-year period. Effort benefits require users to be proficient with the new tools and processes. As most of the system's end-users continue to work remotely due to the COVID-19 pandemic, stabilization of the system and processes is taking longer and effort benefits are taking longer to materialize. BC Hydro now expects effort benefits to ramp up in August 2022, reaching 100 per cent by August 2024. There has been no change to the expected timing of cost benefits realization.

6 Project Risks

In this section, BC Hydro provides in [Table 8](#) the updated mitigation plans and status, and updates on the probability and impact assessments for risks identified in the Verification Report. Project risks continue to be managed through the risk management process. Please refer to Appendix A for the Project Risk Register.

Overall Project risk has decreased in this reporting period as BC Hydro has largely completed the stabilization activities as discussed in section [3.1.8](#) above, and is nearing the completion of all Project activities, except those listed in section [3.2](#) above. While the need to work remotely due to the COVID-19 pandemic has impacted the completion of stabilization activities by two months, BC Hydro had largely completed these activities by the end of the reporting period.

BC Hydro has grouped the risks into the following four categories:

- Business risk:** These risks have the potential to impact BC Hydro's ability to realize business benefits from the project. They include how the extent of change required to current business processes impacts BC Hydro's ability to realize the benefits upon which the Project is justified (the supporting of the Supply Chain Business Requirements, the closing of the capability gaps and the achievement of monetized benefits), and the risk the business experiences a reduction in productivity during the transition period from the existing to new supply chain;
- Technology risk:** The technology risk assessment considers the maturity of the technologies used to deliver the technical solution. Overall, the SAP supply chain IT configuration is very mature and considered low risk from both a probability and consequence perspective. However, there are a few elements included in the Project design which are less mature and for which limited deployment experience exists at BC Hydro;

- 1 3. **Project Delivery risk:** The Project delivery risk assessment considers the key
2 project delivery related risks that have been identified as having the potential to
3 impact BC Hydro’s ability to deliver the Project on time, on budget and with
4 quality; and
- 5 4. **Readiness risk:** The readiness risk assessment considers the key risks related
6 to organizational readiness that has the potential to impact BC Hydro’s ability to
7 successfully undertake the project.

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Table 8 Implementation Phase – Risks and Risk Mitigation Summary

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 4	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
1	Business	Active	Risk that the scale of business process changes is too large to be absorbed successfully by BC Hydro.	Change management business engagement activities continue to be executed according to plan.	In Progress	Medium probability; medium impact.	In Progress	Medium probability; medium impact.
				Governance processes continue to function effectively.	In Progress		In Progress	
				Previous plans regarding the extended stabilization period and the development of detailed benefits realization plans remain unchanged.	In Progress		In Progress	
2	Business	Active	Risk that reduced productivity is experienced by the business while it transitions to the new supply chain	Change management business engagement activities continue to be executed according to plan. The need to work remotely has reduced the effectiveness of stabilization and user-support activities.	In Progress	High probability; low impact.	In Progress	High probability; medium impact.
				Previous plans regarding the extended stabilization period remain unchanged.	Planned		Planned	

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 4	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
3	Technology	Inactive	Risk that integration between SAP Fiori and UI5 screens is more costly to develop than anticipated	Development completed within budget.	Monitoring	Low probability; Low impact	Complete	Risk has passed
4	Technology	Inactive, Updated	Risk that interfaces to be developed between SAP and Unifier Construction Contract Management are new to BC Hydro, leading to unclear business needs	Confirmed that the additional interface is not required.	Monitoring	Low probability; Impact estimated at \$0.3 million	Complete	Risk has passed
5	Project Delivery	Inactive	Risk of adverse or delayed British Columbia Utilities Commission Order		Complete	Risk has passed	Complete	Risk has passed

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 4	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
6	Project Delivery	Inactive	Risk of requirement to undertake a protracted regulatory process in order to proceed with Implementation phase work	Regulatory process completed without disruption to project timeline.	Monitoring	Low probability; High impact	Complete	Risk has passed

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 4	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
7	Project Delivery	Inactive, Updated	Risk that the proposed offshore development model is determined to be impractical or ineffective. As discussed in section 2.3.2.1 [of the Verification Report], the benefits of offshore development include, but not limited to, lower cost and a 24-hour development cycle due to having resources in another time zone.	Other than fixing remaining system defects, offshore development is essentially complete. Quality issues related to offshore development contributed to delays in system build and testing activities resulting in the need to access the Project reserve component for known risks.	Monitoring	Low probability; impact estimated at \$1 million.	Issue Triggered and Risk Mitigated	Issue Triggered and Risk Mitigated
8	Project Delivery	Inactive	Risk of unsuccessful System Integrator Request for Proposal	Closed prior to filing the Verification Report.				

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 4	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
9	Project Delivery	Active, Updated	Risk of weak project governance	Risk has materially passed as governance processes continue to function effectively.	In Progress	Low probability; high impact	Monitoring	Very Low probability; high impact
10	Project Delivery	Active, Updated	Risk of poor project management	BC Hydro's project governance processes continue to work effectively. The impact of this risk has decreased given that the planned activities within the Project scope have largely been completed.	Monitoring	Medium probability; high impact	Monitoring	Medium probability; low impact
11	Project Delivery	Active, Updated	Risk of lack of clear Supply Chain Business Requirements	High priority requirements not covered in the design approved for inclusion in the Project or planned for transition to sustainment for inclusion as future system enhancements.	Monitoring	Low probability; Medium impact	Complete	Risk has passed
12	Project Delivery	Active	Risk of scope creep, unnecessary complexity and customization	Final minor enhancements approved for inclusion in the Project. Other requested enhancements transferred to sustainment process.	Monitoring	Low probability; medium impact	Complete	Risk has passed
13	Project Delivery	Inactive, Updated	Risk of unforeseen PassPort functionality issues	Solution functioning in production without significant issues with existing PassPort system.	Monitoring	Low probability; high impact	Complete	Risk has passed

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 4	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
14	Project Delivery	Active, Updated	Risk of poor quality of delivery by System Integrator	Quality issues were one of the components leading to delays in achieving quality thresholds for the completion of both cycles of integration testing, therefore impacting the overall project schedule.	In Progress	Medium probability; high impact	Issue Triggered and Risk Mitigation	Issue Triggered and Risk Mitigation
15	Project Delivery	Inactive, Updated	Risk of low data quality and or data not being ready according to Project Schedule	Migration to production environment completed successfully.	In Progress	Medium Probability; medium impact	Complete	Risk has passed
16	Readiness	Active, Updated	Risk of lack of availability of BC Hydro non-technology resources	Project continues to operate effectively with planned resource levels. Resources working remotely may impact effectiveness of some activities. There is no change to the probability or impact.	In Progress	Low probability; high impact	In Progress	Low probability; high impact

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 4	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
17	Readiness	Active, Updated	Risk of lack of availability of BC Hydro technology functional sustainment resources	Project continues to operate effectively with planned resource levels. Resources working remotely may impact effectiveness of some activities. There is no change to the probability or impact.	In Progress	Low probability; medium impact	In Progress	Low probability; medium impact
18	Project Delivery	Inactive, Updated	Risk that reporting is not developed in time for initially planned testing dates	Reporting development and testing plans updated based on updated review of reporting requirements and required rework.	N/A	N/A	Issue Triggered and Risk Mitigated	Issue Triggered and Risk Mitigated
19	Project Delivery	Inactive, Updated	Risk that training materials are not developed in time for initially planned training delivery dates	Priority training completed prior to go-live per updated project schedule.	N/A	N/A	Complete	Risk has passed

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 4	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
20	Project Delivery	Active, Updated	Risk that measures taken in response to the COVID-19 pandemic may result in a need to deliver training over an extended period and reduce the effectiveness of training and stabilization activities, resulting in schedule delays and additional costs.	Stabilization activities extended to account for reduced effectiveness of remote training delivery and stabilization support. will slow system adoption.	N/A	N/A	Issue Triggered and Risk Mitigated	Issue Triggered and Risk Mitigated
21	Project Delivery	Active, Updated	Risk that a significant portion of the project team or key individuals within the project team are infected with COVID-19	Project team continues to work remotely.	N/A	N/A	In Progress	Very low probability; critical impact

1 **7 Project Schedule**

2 In this section, BC Hydro provides the updated Project schedule and explains
3 changes in the Project's schedule.

4 An extension to the stabilization activities being performed required for the Project
5 was approved in November 2020.

6 Factors contributing to the change in the schedule included:

- 7 • Reduced effectiveness of training delivered remotely and more time required to
8 identify and correct issues and provide user support due to the remote work
9 environment; and
- 10 • The need to for additional unplanned work on some reports based on testing of
11 the delivered solution. Delivery of the final reports is currently scheduled to be
12 completed in June 2021.

13 The above noted extension to the Project schedule for stabilization activities resulted
14 in draws on Project contingency and Project reserve to cover the additional costs
15 associated with the increased use of resources. Refer to sections [4.2](#) and [4.3](#) for
16 further information on the resulting contingency and reserve draws.

17 [Table 9](#) below provides forecast dates on the key milestones for the Project as of
18 March 31, 2021. As stabilization activities were extended beyond the planned
19 November 2020 timeline, the completion of the change management and
20 onboarding activities originally schedule for August 2021 will also slip and are now
21 targeted for completion in October 2021. BC Hydro now expects the Project to be
22 closed in December 2021 once all other Project activities have been completed.

23 Please refer to Appendix B for the latest approved Project schedule.

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Table 9 Project Milestones

No.	Stage	Planned Date	Actual or Forecast Date (as at March 31, 2021)	Status as of March 30, 2021
1	BC Hydro releases Implementation Phase work to System Integrator and Quality Assurance Advisor	October 2018	October 2018	Complete
2	Implementation - Build Solution	October 2018 to November 2019	October 2018 to July 2020	Complete
3	Target In-Service Date ¹	November 2019	August 2020	Complete
4	Implementation - Stabilization	March 2020 to Mid July 2020	August 2020 to June 2021	Additional time required to stabilize the solution and to complete some reports.
5	Implementation - Onboarding	March 2020 to March 2021	August 2020 to October 2021	Delayed
6	Project Completion	March 2021	December 2021	Delayed

2 1 The Committed In-Service date was March 2020 and included a four month schedule contingency to cover
 3 changes to the SCA Project within BC Hydro's control. Changes to the SCA Project that impact the project
 4 schedule and are outside of BC Hydro's control (i.e., COVID-19 pandemic) were not reflected in this
 5 contingency.

BC Hydro Supply Chain Applications Project

Progress Report No. 4

Appendix A

Risk Register

Appendix A

ID	Title	Created	Current Status	Risk Score	Impact	Likelihood	Risk Owner	Treatment Strategy	Risk Response/Mitigation
84	Additional SAP ECC or Arriba licensing may be required to support future state service entry sheet process	2019-03-25 22:53	30. Mitigation Strategy Defined	6	2	3	Shivji, Zaheer	Treat (or Reduction)	Conduct analysis of transaction channels and mapping to existing contracts to determine which vendors will transact on each platform (Arriba vs. ECC Fiori). Use the outcome of this analysis to: - refine estimate of future document volumes and compare to benchmarks provided by Arriba and existing commercial arrangements; - estimate number of vendors/users who will need to access ECC. - leverage BCH IT as required to engage in commercial discussions with SAP. This risk could be mitigated by a combination of terminate & treat, ensuring all required data is captured in ECC, SharePoint, etc and extracted to the BW with appropriate end user tools or an IT support model for ensuring access to the data when needed. Will continue to monitor development of reporting specs and data model to minimize likelihood of missing key data elements from the reporting model. Deliverable RD51 also added to provide additional understanding / review / sign-off of the BW data model.
34	Level of continued support for scheduled and ad-hoc export reports on SCA data in Passport & SAP	2018-05-01 9:30	30. Mitigation Strategy Defined	4	2	2	Setiawan, Ben	Terminate (or Avoidance)	Team has been operating remotely since mid-March and continues to function effectively. Project will continue to follow BC Hydro guidance regarding minimizing potential contact with the infection. Service masters and use in services will be determined in purchasing workshops, currently mitigating other service related risks through elevation and visibility. Activity focus on critical path activities leading towards Playback and Extend Design duration for 2 weeks to allow completion at current high intensity
90	Missing data elements in SCA/BW data model to meet SCA reporting requirements	2019-05-28 23:11	30. Mitigation Strategy Defined	4	2	2	Smith, Hugh (SAP PM)	Treat (or Reduction)	Team has been operating remotely since mid-March and continues to function effectively. Project will continue to follow BC Hydro guidance regarding minimizing potential contact with the infection. Service masters and use in services will be determined in purchasing workshops, currently mitigating other service related risks through elevation and visibility. Activity focus on critical path activities leading towards Playback and Extend Design duration for 2 weeks to allow completion at current high intensity
117	Risk that a significant portion of the project team or key individuals within the project team are infected	2020-04-28 10:58	30. Mitigation Strategy Defined	2	2	1	Shivji, Zaheer	Terminate (or Avoidance)	Risk has passed. RICEFWU scope confirmed.
12	Extent of use of Service Masters and Services in Design	2018-02-05 13:29	40. Closed	16	4	4	Trask, Jon	Terminate (or Avoidance)	The mandate for the project is not to change existing BC Hydro reporting tools and strategy. Kierman, Nicole and Hanif will get the right people from Category management and IT to identify all possibilities of expediting the sourcing process in related areas. Plan B: Start the design based on current supplier (Compugen) and twist it later on once the real supplier is confirmed.
41	Schedule/Quality Risk not to make to Playback in time/quality	2018-05-17 23:31	40. Closed	16	4	4	Buehner, Carsten	Tolerate (or Acceptance)	Close design decisions Ramp up build throughput (capacity, collaboration across teams) Other mitigating actions: PwC visit to offshore office to manage delivery closer. Re-planning exercise going on now to include O&A and forecast which objects will be completed by Jul 19 and which will not be ready for Jul 29 (official start of ITFC1)
44	RICEFWU exceeds baseline estimates. Reduction of objects may impact solution design	2018-05-22 9:06	40. Closed	16	4	4	Shivji, Zaheer	Treat (or Reduction)	Escalated to issue 75 as items not delivered per schedule.
25	BC Hydro Dashboard tool running out of support and not user friendly	2018-02-26 10:10	40. Closed	15	3	5	Buehner, Carsten	Tolerate (or Acceptance)	Project is currently assessing training delivery options and reviewing hypercare approaches to determine how best to mitigate. Impact the timeline and cost in process.
66	IT sourcing award in June 2019 conflicts with SCA schedule	2018-11-06 17:18	40. Closed	15	3	5	Dixon, Kierman	Tolerate (or Acceptance)	Issue Triggered. Stabilization schedule extended. Seek out and adopt best practices for remote training. Project go-live date deferred to provide time to ramp up training materials and deliver end user training remotely. Estimating that "60% of end users will be trained before go-live. Prepare the business for potential period of reduced efficiency and consider interim processes until the system is stabilized. Identify potential impact on stabilization budget and seek project reserve funding in case this risk materializes.
93	Technical build not completed before ITFC1	2019-05-29 9:55	40. Closed	15	3	5	Hunter, Ross	Terminate (or Avoidance)	Wayne has weekly meeting with Design Group; update meeting was conducted with Field operations group steering committee; conversations had to elevate with working group members (PCM & Generation); ongoing involvement with SME's by teams; regular bi-weekly working group meeting; 2 cycle workshop methodology with mini-playbacks and playbacks; change management team involvement in sessions
98	Arriba Timeline	2019-05-29 17:24	40. Closed	15	3	5	Dixon, Kierman	Treat (or Reduction)	Identify that scope does not include replacement of SCW, workshops must consider interface or integration in solution. We will not replace SCW with SAP/Arriba. Specific workshops in scheduled in Cycle 2 to review and develop solution for how SCW Arriba and ECC interact.
112	Impact of COVID 19 on training delivery and stabilization activities	2020-03-17 11:45	40. Closed	15	3	5	Shivji, Zaheer	Treat (or Reduction)	Clarification of scope in Leads meeting, workshops to consider implications of unifier in SAP design Specific workshops in scheduled in Cycle 2 to review and develop solution how projects related contracts will be managed going forward between ECC, SCW and Unifier (decommissioning of Unifier being contemplated)
118	Risk that training & stabilization in remote environment is not as effective	2020-05-11 17:07	40. Closed	15	3	5	Shivji, Zaheer	Treat (or Reduction)	Work with IT PMO team to get early SCA project set up in existing 11.x version and stay in communication with them on status of 12.x upgrade. Investigate plan B to determine if implementing stand alone SCA for ALM is feasible and Plan C to stay on 11.x and not upgrade. The project will continue to monitor. Consider elevating one of the Business Solution Leads to take on some of the Business Lead role. Extend Design duration further (1-2 weeks) to allow for some relief on intensity
13	Meaningful engagement of Business before Workshops	2018-02-05 13:39	40. Closed	12	3	4	Trask, Jon	Tolerate (or Acceptance)	Explore impact on allowing multiple network headers - in particular for potential risk with the P6 and BW interfaces as well as change impact for end users. Immediate next step is to assess the impact and come up with a mitigation strategy
21	SCW and SCA Scope	2018-02-20 11:56	40. Closed	12	3	4	Trask, Jon	Treat (or Reduction)	Ivette to determine.
22	Unifier and SCA Scope	2018-02-20 12:02	40. Closed	12	3	4	Trask, Jon	Treat (or Reduction)	Darren is scheduling meetings this week for MMQ to clarify requirements including finance for repair and refurbishment.
27	Test Tool version, schedule and support dependant on BCH IT PMO team	2018-02-28 9:32	40. Closed	12	3	4	Charbonneau, Kim	Terminate (or Avoidance)	Wayne is bringing in some additional Distribution business resources to assist with the review and approval of Distribution flows. Stations flows have been sent to SWPE project for feedback. Plan still needed for other business areas which are outstanding (e.g. IT lines).
28	BCH Business Lead playing dual roles on the project (old risk 77)	2018-02-28 12:00	40. Closed	12	4	3	Smith, Hugh (SAP PM)	Treat (or Reduction)	Issue triggered (reference issue 80). Plan to be updated to accommodate delivery of reporting on later timeline.
42	Resource Risk related to extended high work intensity	2018-05-17 23:36	40. Closed	12	4	3	Buehner, Carsten	Treat (or Reduction)	PROPOSAL: 1) Leverage the help from the SAP representatives for BC Hydro to assist in the stabilization of our solution by creating another "Mission Critical" ERP-Ariba evolution team to resolve our issues faster. 2) Adjust our solution so that PO's that have gone critically wrong can exit the Arriba processes, so their processing can be completed as regular non-Ariba PO's. For example, by allowing Sustainability to add them to an exception table. We are reviewing tasks dependencies, possibility to reduce the time, prioritize transactional data (Contracts, PO's that need to be ready day 1). We also plan to discuss with Customer Care and evaluate the possibility to close Call Center earlier than 5 pm.
60	PS Single Network Header Usage	2018-10-18 9:45	40. Closed	12	3	4	Jongeneel, Fred	Tolerate (or Acceptance)	The system will be design to determine PO Tax code as accurate as possible based on the tax indicator on vendor, plant, and material master/service master/material group. The system will display a warning on PO creation/change if the PO belongs to generation plants so the user can check the tax code and enter the right one. See Decision 117.
65	BW migration on HANA may result in impact to SCA reporting development	2018-11-02 8:41	40. Closed	12	3	4	Gupta, Abhinav	Treat (or Reduction)	Discussion required
68	Functional Team Resource Constraints for BW Reports	2018-11-21 16:31	40. Closed	12	3	4	Rico, Ivette	Tolerate (or Acceptance)	Project conversion is at the end of the conversion process. Project PO's are the only downstream object from the network activities and components. Project PO's may not be required on day 1, and it may be acceptable to take longer to load project PO's. If projects is taken out of the critical path and allowed to run longer this would isolate the schedule risk to a smaller area. Furthermore, if necessary, projects could prioritize their networks into two batches allowing some projects to be converted sooner.
75	L3 Process Review time is taking longer than expected, impacting project schedule	2019-01-16 17:19	40. Closed	12	3	4	Brandes, Michael	Treat (or Reduction)	Risk has now passed. Schedule extended per Steering Committee approval (PLCN's 27, 28, and 29) to resolve resulting quality impacts of aggressive schedule.
97	Reporting Timeline	2019-05-29 10:02	40. Closed	12	3	4	Hunter, Ross	Treat (or Reduction)	Ensure progress tracking and management processes in place. Use escalation processes as needed to resolve any issues / delays that may arise. Schedule extended per Steering Committee approval to reduce workload on team and allow time for deliverable quality.
108	Unstable Solution due to High Number of Arriba Issues	2019-11-27 22:55	40. Closed	12	3	4	Luna, Leonardo	Treat (or Reduction)	TBD
113	Window to complete cut over tasks for Go Live	2020-03-17 14:29	40. Closed	12	3	4	Rico, Ivette	Treat (or Reduction)	Develop approach to decide on appropriate user experience and decision approach with Working Group.
77	More time and effort to be involved in "Purchasing Tax Determination" solution design	2019-02-07 14:22	40. Closed	10	2	5	Yang, Robbin	Treat (or Reduction)	To conduct sessions with WG during May to present C2 Playback Methodology, present Approval Flow and Deliverables Templates (Integrated Design Report).
102	Requirements for approvals design may not be fully reflected in the current design	2019-06-28 11:24	40. Closed	10	2	5	Shivji, Zaheer	Treat (or Reduction)	Update June 04 - WG session scheduled June 06. Risk has passed. Additional session completed to enable successful completion of Playback and approval of the IDR.
114	Load of network activities and material components is really slow and may exceed the cutover weekend	2020-03-30 9:28	40. Closed	10	2	5	Rico, Ivette	Treat (or Reduction)	Technical and Functional Team will be assembled to run Use Case simulations between SAP and the Passport to validate the impacts, magnitude of change, configuration options and prepare a findings report that will be assessed by BCH to assess the risk and next actions.
14	Quality impact due to Aggressive Schedule	2018-02-08 20:54	40. Closed	9	3	3	Luna, Leonardo	Tolerate (or Acceptance)	Risk has passed. Plan has been updated such that the Integration Manager will transition into the role of cutover lead.
23	Aggressive schedule of Design Stage	2018-02-22 10:45	40. Closed	9	3	3	Smith, Hugh (SAP PM)	Treat (or Reduction)	Additional review sessions held with IT to confirm solution meets additional requirements. Risk has passed.
29	Inability to properly limit access to supply chain information	2018-03-19 11:38	40. Closed	9	3	3	Simpson, George	Treat (or Reduction)	Project team preparing various scenarios for review with Steering Committee. Continue to work through detailed project plans with PwC to confirm project estimates. Process completed and cost estimates aligned.
32	Extent of Fiori (or similar) user interface enhancement required	2018-04-27 16:05	40. Closed	9	3	3	Gupta, Abhinav	Treat (or Reduction)	High level plan for developing a plan: - Facilitate series of conversion workshops with functional and business teams with the objective to document the approach for each object and uncover hidden assumptions [COMPLETE] - Present high level approach for each object as a slide (for working group signoff in place of approving DTO) [COMPLETE] - Develop conversion estimates, schedule, and resource plan for approved scope. [COMPLETE] - Identify data quality issues that impact the project based on the approved conversion scope. [COMPLETE] - In consultation with the business develop data remediation plans for issues impacting the project plan exists - approval from accountable WG members in progress [IN PROGRESS]
35	Lack of clarity / pre-socialization with Working Group on design approval process may slow approval timeline	2018-05-04 9:10	40. Closed	9	3	3	Yang, Robbin	Treat (or Reduction)	Most current data prep items (>75% by record count) will be reviewed with the accountable WG member by the end of the month. Initial dashboard showing progress against data prep items will be published by the end of Jan, as originally communicated to WG. Once the dashboard is published and work is underway this risk should be closed.
45	Impact of the Passport mechanism for Average Unit Pricing calculation versus the SAP Moving Average I	2018-05-22 11:57	40. Closed	9	3	3	Martell, Wayne	Treat (or Reduction)	Will have a meeting with Records Management
49	Plan to use the data leads as the project cutover leads not BC Hydro's standard approach	2018-06-07 15:43	40. Closed	9	3	3	Praveen, Roch	Treat (or Reduction)	
51	Solutioning for IT will extend beyond Design for Texas TSR replacement project	2018-06-15 22:30	40. Closed	9	3	3	Luna, Leonardo	Treat (or Reduction)	
57	Overall project budget may exceed upper bound cost estimate of 79.3M	2018-08-14 12:42	40. Closed	9	3	3	Smith, Hugh (SAP PM)	Treat (or Reduction)	
58	Plans for data conversion, data clean-up and data creation not fully detailed as of the end of Design Stage	2018-10-02 12:40	40. Closed	9	3	3	Turnbull, Greg	Treat (or Reduction)	
70	Records Management requirement might require more complex technical solution	2018-11-22 16:31	40. Closed	9	3	3	Rico, Ivette	Treat (or Reduction)	

Appendix A

ID	Title	Created	Current Status	Risk Score	Impact	Likelihood	Risk Owner	Treatment Strategy	Risk Response/Mitigation
79	The design of Purchasing solution in not clearly understood by different stakeholders involved	2019-03-06 10:02	40. Closed	9	3	3	Korse, Maryna	Treat (or Reduction)	1) Review of targeted areas of the design by Senior Procurement Manager (Rob Dodman) during March and April 2) Design walk-through sessions with Rob Dodman, Linda Beardie, Maryna, Zaheer and Purchasing team held on April 12, April 26 & May 3 2) Review of Purc decisions at the Open design workshops with the broader SCA team 3) Integrated L3 review sessions with the broader SCA team 4) Involvement of the Business Lead, and external stakeholders (e.g. Linda) into the design or implementation issues as required.
91	Overpayment due to Duplicate Service Entry Sheets	2019-05-28 23:30	40. Closed	9	3	3	Garsault, Olivier	Treat (or Reduction)	Possible mitigation options, individual or combined: Keep process as-is: SES approvers will be responsible of catching double-entries - this is the whole point of the SES approval process. CON: approvers may not be able to catch this unless they're aware of what has been entered so far. Business areas should be responsible of running reports, such as the ME25-Planned/Actual Comparison, to check their planned versus actual charges, and do a check for duplicates. CON: it is after the fact, it is unlikely business areas will run this, and if a duplicate is found, it will require reversal efforts. Ask suppliers to always provide a unique reference number in their entry sheets, entered by them or submitted to a BCI administrator via email, and add a custom validation in the SES process to issue an error or a warning. CON: additional custom development, and suppliers can easily ignore this rule. Create an automatic notification to the SES creators and approves when similar SES entries exist in the system. CON: Duplicate check rules would not be 100% reliable and could become a nuisance.
121	Connectivity between Ariba and SAP-ECC might not be working on August 4th	2020-07-15 18:10	40. Closed	9	3	3	Rico, Ivette	Treat (or Reduction)	In case there's no connectivity with Ariba, we could disable Ariba and send Purchasing documents by Email. A detailed contingency plan will be detailed SAP suggested to implement CIG Add on in Production before Go Live to have time to troubleshoot SCA will support MRO target state (process and roles) with a set of solutions as outlined below. A. Clarity has been established regarding target business process for MRO materials. Anticipated future state is based on the process currently piloted in Vernon (referred as 'MRO Pilot') and assumes the following: 1) Field Store keeper will manage MRO materials for all BC Hydro organization, ordering from MRO Supplier directly as required: • to maintain a standard complement of materials "On Hand" (so-called "Working Stock MRO"), while • non-standard items will be ordered "On Demand" on behalf of requestors (multiple business users). A back office "cost allocation" would happen via JV cost allocation process afterwards. 2) Materials will be delivered by MRO supplier directly to the Field Store. B. Upon such clarifications provided by the Category Management, the following SCA solutions were discussed and deemed to be optimal in order to support future management of MRO materials: 1) Ordering: • A range of standard ECC purchasing channels (PO, Non-PO invoices, Framework PO) will support transactional activities in ECC for MRO and will provide certain flexibility to accommodate: • anticipated MRO business processes as per 'MRO Pilot' initiative and • ordering model established under potential future contract in Q4 F19 - Q1 F20 (upon RFP completion) • Ariba Punch-out catalogues will support ordering activities with Vendor catalogues integrated into ECC. This will allow FS Keepers to replenish MRO materials stock at the Field Store or satisfy ad-hoc requirements by leveraging supplier online catalogues through ECC instead of placing orders via phone or by logging into the supplier's website. • If non-PO channel is chosen, ability to pay with the credit card will remain post SCA Go-Live (currently MRO is paid mostly by the credit card) 2) Receiving: Risk has passed. Use of Ariba confirmed and consistent with project budget. After completing the Reporting Requirements review, we will evaluate the priorities and work only on "Must have" reports (Priority 1 and 2) to reduce potential rework after Go-Live. Setup interfaces as per current approach (no issues), and if MMQ later decides to make inbound deliveries relevant for picking, we'll investigate where it breaks and how we can resolve the issue. In the meantime, we'll also ask Ariba to explain why the deliveries must be set as not relevant for picking for the ASN interface to work. Response from SAP from 2019/Febr/22: This appears to only be needed for zero quantity ASNs, which are normally not used, so suggestion is to just flip it on if we do require picking for the future. We could then log an SAP incident if regular ASNs do not work. MMQ BS is currently in conversation with the Proposal lead (Steve Quinn) and will be listed as optional attendee on all upcoming proposal review/assessment meetings.
38	No Solution for MRO	2018-05-14 3:19	40. Closed	8	2	4	Yang, Robbin	Treat (or Reduction)	
39	Ununexpected Project Costs from Implementation of Online Catalogues via Ariba	2018-05-14 3:31	40. Closed	8	2	4	Shivi, Zaheer	Treat (or Reduction)	
69	BW Rework and New Reports Post SCA Go Live	2018-11-21 16:38	40. Closed	8	2	4	Rico, Ivette	Treat (or Reduction)	
78	Ariba-Advance Ship Notice enhancement needed if MMQ needs Deliveries to be Picking Relevant	2019-02-22 00:00	40. Closed	8	2	4	Gebert, Darren	Tolerate (or Acceptance)	Response from SAP from 2019/Febr/22: This appears to only be needed for zero quantity ASNs, which are normally not used, so suggestion is to just flip it on if we do require picking for the future. We could then log an SAP incident if regular ASNs do not work. MMQ BS is currently in conversation with the Proposal lead (Steve Quinn) and will be listed as optional attendee on all upcoming proposal review/assessment meetings.
81	Customer Build Program - BCH provides Materials to ESPs directly	2019-03-20 17:58	40. Closed	8	2	4	Gebert, Darren	Treat (or Reduction)	Complete initial rough assessment of proposal's impact to current SCA design/solutions Item identified will be addressed through Communications, Training, Key Actions and the Sustainment Plan.
86	Realization of benefit of improved inventory turns may be impacted by poor scheduling compliance	2019-03-29 13:06	40. Closed	8	2	4	Sveinson, Laurie	Treat (or Reduction)	Continued Knowledge Transfer Confirmed Course Outline and Delivery Approach Review the scope with Work Management. To mitigate this risk, we added one more week to UAT schedule (increased from 3 to 4 weeks)
100	Training Risk - "Train the BCH Trainer" Effectiveness for Demand/MRP Related Solutions	2019-06-18 16:50	40. Closed	8	2	4	Gebert, Darren	Treat (or Reduction)	
110	UAT timeline might need to be extended	2019-12-18 16:26	40. Closed	8	2	4	Rico, Ivette	Treat (or Reduction)	
115	SAP user validation impact on conversion objects	2020-04-01 17:34	40. Closed	8	2	4	Rico, Ivette	Treat (or Reduction)	Continue testing to resolve specific issues and determine workarounds for remaining / unresolved items.
9	Ability to identify and confirm Business SME's for planned Kick-Off	2018-01-29 18:56	40. Closed	6	2	3	Shivi, Zaheer	Treat (or Reduction)	PMO considered options and impacts and collectively moved the Kick-Off to 29 Jan 2018.
17	Scope Risk related to potential increase of MDG with impact on MDG and broader System Integration S	2018-02-16 9:09	40. Closed	6	2	3	Schellekens, Harold	Terminate (or Avoidance)	Initial investigations underway, focus topic in Design
24	CDC - Central Distribution Center Decision is made but not implemented yet	2018-02-23 8:24	40. Closed	6	2	3	Peachey, Tanya	Treat (or Reduction)	Risk has passed. Enterprise structure confirmed through Design Stage. Included in implementation plans to deploy. Risk has passed. SCA project established as a key priority by the Executive Team. A Solution Alignment forum has been established to manage system changes and environment availability. This body has representatives from each of the major ongoing projects.
30	Interdependencies between SCA and other ongoing initiatives	2018-04-03 16:40	40. Closed	6	2	3	Rico, Ivette	Treat (or Reduction)	Complete Gate 3 approval in two stages. Initially complete approval of as many items as possible prior to special Board meeting then plan for a follow-up approval of any outstanding items. Final Gate 3 approval will take place after the special Board meeting and after the Phase Two regulatory application has been filed. Risk has passed. Gate 3 successfully past September 13, 2018 ahead of special Board Meeting on September 27, 2018.
33	Timing risk of completing ITDS9 Gate 3 approval may become bottleneck on Imp Phase approvals	2018-04-30 12:55	40. Closed	6	3	2	Schellekens, Harold	Treat (or Reduction)	To be reviewed as part of the results of planned system performance testing.
37	Performance issues SAP ECC-Transaction C10N	2018-05-11 9:00	40. Closed	6	2	3	Gupta, Abhinav	Treat (or Reduction)	Monitor Unit Testing for meeting Q-Gate for Integration Testing, monitor Integration Testing so UAT is not impacted.
40	Schedule and scope for UAT and Regression	2018-05-17 9:36	40. Closed	6	2	3	Charbonneau, Kim	Treat (or Reduction)	Risk has passed per KPMG Design Review Report.
47	RICEFW Tracker usage (KPMG Item May 18, 2018)	2018-06-01 14:48	40. Closed	6	2	3	Schellekens, Harold	Treat (or Reduction)	The FR/Gap (Requirement) Masterlist is a Deliverable for Design stage closure, disposition of each requirement with an appropriate closing status, assessment comment and a business lead review a defined and KR tracked key activity. Risk has passed per KPMG Design Review Report.
48	Proper disposition / documentation of items within FR / Gap log (KPMG Item May 18, 2018)	2018-06-01 14:52	40. Closed	6	2	3	Yang, Robbin	Treat (or Reduction)	Related to risk 30. Projects to continue to coordinate timing and activities to minimize mutual impacts. SCA project takes priority in case of significant conflict.
50	Potential conflict on QM configuration/design for meters (devices) between SCA and Meter Tracking (M	2018-06-13 18:27	40. Closed	6	2	3	Rico, Ivette	Treat (or Reduction)	PMO: Business has agreed to assign multiple part time resources (Greg Kowal) to act as point person to coordinate the resources.
61	QM Key User Availability during Realization Phase	2018-10-22 14:30	40. Closed	6	2	3	Rico, Ivette	Treat (or Reduction)	Each BSL has been asked their strategy to deal with potential conflicts including identifying other project and business resources that can build solution knowledge in order to take on some CM activities. Change Advisors have been assigned to each workstream to establish well planned focused activities to maximize BSL impact. Establish Influencer/Relationship Steward tactic to identify influential business resources in each impacted area to act as conduits for communication & engagement. Influencers are actively supported by Relationship Stewards (including BSLs) to build/channel solution knowledge to impacted Stakeholders.
63	Capacity of Business Solution Leads	2018-10-25 12:17	40. Closed	6	2	3	Shivi, Zaheer	Treat (or Reduction)	Simplify the vendor setup as much as possible by Allow A/P to enter the Ariba start date directly in ECC. Do not make this an MDG field that will require a CRBuild the system enhancements towards the automation of the Ariba-vendor setup (e.g. automatically detect when a vendor is Ariba or not using the Ariba start date) Adjust the Ariba configuration in ECC as generic as possible so that no vendor-specific configuration is needed (e.g. setup general output conditions that enhancements will override just for Ariba vendors).
64	A/P workload may increase as a result of the future Ariba scope	2018-10-29 18:58	40. Closed	6	2	3	Luna, Leonardo	Treat (or Reduction)	Warehouse renovation project are changing the sequence of work to focus on the rebuilding of the main warehouse building ahead of the construction of the new Critical Spares storage building. This should allow the work in the main warehouse building to be completed in time to not impact SCA. SCA has asked that the main warehouse building to be completed by Sept 1, 2019. Some risk remains that their schedule will slip as they do not have final permitting yet. Darren to touch base with Eric Eshlim bi-weekly to continue to monitor risk. PwC will confirm the requirements by end of RM2
67	Central Warehouse Renovation Project	2018-11-19 11:59	40. Closed	6	3	2	Gebert, Darren	Treat (or Reduction)	Proposed mitigation would be to get all specs. for RM2 approved by Dec. 14th - this is the last date for the each team to have all RM2 specs approved with CIs.
71	Additional BW net new requirements, could introduce additional scope for custom development	2018-11-22 17:26	40. Closed	6	2	2	Brandes, Michael	Treat (or Reduction)	Risk has passed. Project has been working effectively with the OAG and has had no difficulty in repounding to their requests. Project has no option but to accept this risk. Will continue to connect with the Controller's office to better understand any potential requests of the project so they can be accommodated into plans as early as possible.
72	Lack of functional specs will impact dev. teams ability to meet RM2 development targets	2018-12-07 13:31	40. Closed	6	2	3	Brandes, Michael	Treat (or Reduction)	Summarize the changes that T-Lines would need to make to its current practices and present to business stakeholder (Bill Eris). If not willing to make the changes by F21 escalate to Steering Committee for resolution. Since it is not feasible to make the changes part way through a fiscal year, for the remainder of F20, accept that this risk will materialize and include the appropriate mitigating activities as part of the Readiness and Transition Planning activities for T-Lines and Materials Management. Risk has now passed. Future state process agreed to with Transmission and plans incorporated into change management and engagement activities.
76	Change in BC Hydro external auditor could introduce additional testing or review requirements	2019-01-23 10:54	40. Closed	6	2	3	Shivi, Zaheer	Tolerate (or Acceptance)	
83	Transmission Line workflow will not operate correctly if business does not agree to change some currer	2019-03-25 14:15	40. Closed	6	2	3	Martell, Wayne	Treat (or Reduction)	Project team summarizing list of inputs required from Finance, along with estimate of effort and timing. Project team will work with Finance Directors to identify resource(s) for each activity. Andrea Ling has transitioned into the role to provide support in Maria's absence. Prep for, engage right participants, closely manage discussion, push for clear decisions
85	Loss of knowledge continuity due to illness of Finance Lead	2019-03-27 13:25	40. Closed	6	2	3	Shivi, Zaheer	Treat (or Reduction)	
92	Detailed design is not completed by April 29th	2019-05-29 9:51	40. Closed	6	2	3	Peachey, Tanya	Treat (or Reduction)	Risk has passed. Start of ITC2 delayed by 6 weeks while project ensured entry criteria met. ITC2 and UAT completed successfully.
94	With only one planned comprehensive test cycle (ITC2) we may fall short of Q4 Gate	2019-05-29 9:57	40. Closed	6	3	2	Hunter, Ross	Treat (or Reduction)	

Appendix A

ID	Title	Created	Current Status	Risk Score	Impact	Likelihood	Risk Owner	Treatment Strategy	Risk Response/Mitigation
96	Quality Issues (incl. design) may show up in ITCL	2019-05-29 10:00	40. Closed	6	3	2	Hunter, Ross	Treat (or Reduction)	Risk has materially passed. Project continues to work to updated timeline for completing ITCL activities. Identified defects being resolved based on priority. While some process / design items logged, no significant design gaps were identified.
99	Inability to sufficiently restrict access to Supply Chain data in BW	2019-05-31 10:18	40. Closed	6	3	2	Shivi, Zaheer	Treat (or Reduction)	Risk has passed. Reviewed proposed detailed design with key stakeholders and confirmed that approach is acceptable. CR 170 logged to track addition of new auth objects to control table. 1. Data team completes initial leads in 507/507. 2. Determine the conversion window within the cutover window (based on how long all of the other tasks in the cutover plan take). 3. Extrapolate performance in 507/507 to better determine impact and probability of risk. 4. Determine when in the schedule a full size environment will be available. 5. Arrange for Basis support to monitor test runs to look for opportunities for performance improvements. 6. Determine when a full size environment will be available for performance testing conversion and advance this schedule if determined necessary by any of the tasks above.
101	Performance of conversion during cutover weekend	2019-06-21 14:07	40. Closed	6	2	3	Hunter, Ross	Treat (or Reduction)	Project to review technology implications of moving forward with current SCA design or look at other options. Risk has passed. Plan established with sustainment group as to how to proceed with contractor portal development.
103	Existing Contractor Portal Technology Version	2019-07-24 9:25	40. Closed	6	2	3	Barnard, Tys	Treat (or Reduction)	UAT completed successfully. To be addressed in training. Will continue to monitor in production to assess impact, if any.
104	User interface for entering materials from Outline Agreement might not be acceptable for end users	2019-09-10 15:13	40. Closed	6	2	3	Setiawan, Ben	Treat (or Reduction)	smith. Training material development prioritized and included in CO-18. Submission of initial set of pre-go-live materials completed on schedule. Remaining materials continue to progress on schedule. Risk has passed - materials developed successfully as required.
105	Training materials not developed in time for initially planned training delivery dates	2019-09-25 15:19	40. Closed	6	3	2	Hunter, Ross	Treat (or Reduction)	Given the dependency (i.e. linelists, testing, etc.), we'd recommend Ivette and Michel reach directly out to the project. The project is the MAM Project (PAC, Peter Mastens). Risk has passed. Technology stack fully upgraded. No issues reported since go-live. If any issues occur, will be managed through the stabilization incident management process.
106	Mobile Technology Infinite Load Issues	2019-11-05 10:49	40. Closed	6	2	3	Maurivard, Michel	Treat (or Reduction)	Deliverables that are mandatory for GL prioritized and non-mandatory deliverables deferred to post go live per CO-18. Some residual risk that priority deliverables will still not be completed. Continue to monitor progress. Risk has passed and Gate 4 past successfully prior to go-live.
107	Not all deliverables might be completed to Pass Gate 4	2019-11-27 17:09	40. Closed	6	2	3	Purvis, Steven	Treat (or Reduction)	
109	WiFi Printers not connected to BCH Network at 1MDC	2019-12-10 15:41	40. Closed	6	3	2	Rico, Ivette	Treat (or Reduction)	Work completed to set up WiFi printers. Risk has passed.
120	Storm occurs while we perform cut over tasks	2020-07-06 15:47	40. Closed	6	3	2	Rico, Ivette	Treat (or Reduction)	Use fall back process to support the outage resolution
10	BCH Work Management Business Lead not committed full time yet	2018-01-29 19:00	40. Closed	4	2	2	Shivi, Zaheer	Treat (or Reduction)	Get approval to go to Metroworld office in case some cut over participants don't have power. Confirm the status and pending outcomes with Leadership.
15	Start of Implementation Phase may be delayed due to phase funding approval delay	2018-02-15 10:22	40. Closed	4	4	1	Smith, Hugh (SAP PM)	Treat (or Reduction)	Seek Executive approval to proceed with some Implementation Phase activities ahead of receiving the BCUC decision / approval of Implementation Phase funding, assuming there is a high level of confidence that a positive decision will be received. Approach approved by ET April 24, 2018. Board resolution approved Sept 27, 2018 to allow project to begin imp activities while regulatory process completed in parallel. Slight residual risk remains in process extends beyond six months. Residual risk now past as the commission has issued its decision on the Implementation Phase funding.
18	Other Project Risk: Operations Integration Program	2018-02-19 22:49	40. Closed	4	2	2	Smith, Hugh (SAP PM)	Treat (or Reduction)	Introductory meeting held between SCA and OIP project management offices in October 2018. Regular touchpoints arranged between SCA and OIP Business Leads, Solution Leads and Project Managers. Will continue to monitor key decisions to identify areas of overlap or conflict. Previous mitigation plan (pre Oct 2018): Confirmed approach that SCA is priority over potentially conflicting project plans between the projects. Senior Operations representative involved with the Operating Model added to the SCA Working Group to ensure alignment of future state designs. Regular communications between CLRA and SCA projects. Interim SCA Tech PM to move to managing the CLRA VMS project. Sustainment specialists working part time on both projects to ensure alignment of design and timing.
19	Other project risk: CLRA VMS development and timing risk	2018-02-19 22:57	40. Closed	4	2	2	Rico, Ivette	Treat (or Reduction)	Regression testing completed successfully. An integrated project plan has been created by St. Trinoor and BC Hydro sustainment team to ensure a comprehensive testing and conversion approach. Plans progressing on track. Continue to monitor. Risk has passed - PasPort and SAP functioning correctly in production.
20	Residual risk to "turn off" supply chain functions in PasPort.	2018-02-20 10:37	40. Closed	4	2	2	Peachey, Tanya	Treat (or Reduction)	Risk has passed.
26	Potential impact to union roles / job descriptions as a result of the project	2018-02-26 11:06	40. Closed	4	2	2	Johnson, Valerie	Treat (or Reduction)	Current PDW reports will continue to operate for some period post go live while users are transitioned to new SAP and BW reports. Custom reports to be developed post SCA go-live to replace "copy" of PasPort system utilized for supply chain historical data access. SCA project will ask for a freeze of the Pre-Prod environment to ensure other projects are not going live at the same time or impacting SCA. This will greatly reduce the risk of other non-SCA changes impacting SCA after IT Cycle testing where current non-SCA regression testing is planned. Risk has passed - regression testing and go-live executed successfully.
31	Access to historic PDW for Supply Chain Reports	2018-04-25 9:53	40. Closed	4	2	2	Setiawan, Ben	Terminate (or Avoidance)	Risk has materially passed. Tania Cernezel has been assigned to complete design process. Will continue to monitor for initial months of Realization. Assign a single owner from the SCA project who will be accountable for building an overall plan that includes all impacted activities, groups and objects, with a clear timeline and identification of critical path.
46	SCA Regression Testing not final testing cycle	2018-05-29 16:13	40. Closed	4	2	2	Rico, Ivette	Treat (or Reduction)	Risk materially passed. Tania Cernezel assigned to complete this activity. Will continue to monitor through early Realization phase.
52	Absence of Overall Plan and Owner for Material/Service Group	2018-06-19 10:58	40. Closed	4	2	2	Peachey, Tanya	Treat (or Reduction)	• Internal team end-to-end L3 reviews late November: I will work with the BAs to organize sessions to walk through the process flows end to end with their own team members to ensure the proper Security Roles (RDL) are noted in the swim lanes, RICEFWs) are noted where relevant, process steps and sequence are correct and the steps are understood by the team and ready to be incorporated into PDD, test scripts and training materials. They will also validate that inputs/outputs to other team L3 flows are consistently connected. • Integrated team end-to-end L3 reviews in February: integration team will select a set of integrated process flows to review in cross team sessions over several days to ensure integration between process maps is reviewed Additional integrated L3 sessions held in May 2019 as part of the Open Design course sessions. Team feels key touch points have been reviewed and further sessions in advance of integration testing are not required. • Integration test scripts will be created which test processes end-to-end and by their very nature will test cross team processes, inputs and outputs Will also be setting up a regular "Integration" touch base meeting with the BAs to make sure they are aligned, integrated and producing consistent Process Deliverables. Risk has now passed. All review activities completed successfully.
53	Absence of Overall Plan and Owner for Service Master	2018-06-19 12:49	40. Closed	4	2	2	Peachey, Tanya	Treat (or Reduction)	Close follow up on decision making and MDRS Documentation Currently MRP / Demand Management Activities and Master Data will be split among different members of the teams in order to perform baseline configuration. No immediate action will be taken to mitigate this risk. Risk will be re-evaluated closer to ITCL when the migrating of the Data team is expected to change. Plans in place to remove treatment of personnel number as confidential. Some minor residual risk that may not be fully complete prior to go-live. Will continue to monitor and develop temporary workarounds if necessary.
54	Time in design to fully work through integrated process designs (IPMG Item June 15)	2018-06-22 9:17	40. Closed	4	2	3	Peachey, Tanya	Treat (or Reduction)	The Personnel ID has been declassified to non confidential. This risk can be closed.
59	Material Master MDRS additional activities planned to be finished by Oct 26	2018-10-13 18:58	40. Closed	4	1	4	Ortega cardenas, Mario	Tolerate (or Acceptance)	Ensure system performance is enough to prevent bottlenecks such as this one.
62	Demand Management / MRP Consultant is required	2018-10-23 18:35	40. Closed	4	2	2	Brandes, Michael	Treat (or Reduction)	Monitor.
73	Data team resource plan may be insufficient towards the end of the project riking quality and schedule	2018-12-13 8:26	40. Closed	4	2	2	Brandes, Michael	Tolerate (or Acceptance)	Cutover planning steps prioritized and proceeding well. Business cut over key dates have been identified and communicated to the Business. Broader communication to BCH and Suppliers is planned. Continue to monitor. Risk has passed - go-live executed successfully. To be tested through system performance testing per current plan and resolved as required.
80	Residual risk - Fail to reclassify of "SAP Personnel Number" to become non private information may res.	2019-03-11 12:54	40. Closed	4	2	2	Setiawan, Ben	Treat (or Reduction)	Will continue to monitor if proposed solution causes significant issues for the business. Although it wouldn't be ideal. The current LSMW can update values on Service Masters. It would require a request to IT to make a mass change. But it could be done.
82	Inefficient Partner Assignment if System Performance is Poor	2019-03-24 16:22	40. Closed	4	2	2	Barnard, Tys	Treat (or Reduction)	Risk has passed.
87	SCA project depends on HR mini master for contractors being loaded through sustainment	2019-04-16 11:42	40. Closed	4	2	2	Setiawan, Ben	Tolerate (or Acceptance)	BCH has provided ABAP code guidelines to PwC at the start of the SCA Project and the expectation is that these are followed. BCH has run manual verifications of some of the BRMs in SAP ECC and would expect PwC to acknowledge the resulting report and address the topics raised within the report. Here is the link to this report https://hydrocare.bchydro.bc.ca/sites/SCA/Portal/Delivery/2520Realization/3.05%20Development/3.05.02%20ABAP%20CR%20per%20reviews.docx?d=wa86c61512ca410786418e814482ba BCH has consistently engaged SAP in order to configure and deploy a set of automated tools enabling Custom Code Quality improvement that include the capability of automatically generating custom code quality reports that BCH expects PwC to acknowledge and address any resulting concerns.
119	ABAP code quality and documentation doesn't always align with BCH standards	2020-05-19 12:42	40. Closed	3	1	3	Hunter, Ross	Treat (or Reduction)	Assign Access to SAP Sandbox for Functional Consultants within 5 Days.
11	ECC SAP Access to Prep for SAP 101 Demo	2018-01-29 19:07	40. Closed	2	1	2	Trask, Jon	Treat (or Reduction)	Risk has passed. Training delivery plans being reviewed to accommodate need to deliver remotely. Timelines to be adjusted accordingly. Duplicate. Risk cancelled.
95	Pre go-live training cannot be conducted in the planned 4 weeks	2019-05-29 9:59	40. Closed	2	2	1	Watt, Daniel	Treat (or Reduction)	Duplicate. Risk cancelled.
16	Scope Risk related to potential increase of Ariba use with impact on Unifier and SC Workspace (closed a	2018-02-16 9:06	70. Cancelled	12	4	3	Schellekens, Harold	Terminate (or Avoidance)	
55	Data conversion scope risk related to other BCH projects (business or IT)	2018-06-27 23:22	70. Cancelled	9	3	3	Praveen, Roch	Treat (or Reduction)	Duplicate of risk 30 Mitigations overlap with risk 52 and 53 (which are more immediate). Will cancel this risk and track through those items.
43	Unrealized Benefits & Procurement Inefficiencies due to Missing Service Master Standards	2018-05-21 23:10	70. Cancelled	6	2	3	Praveen, Roch	Treat (or Reduction)	The Purchasing and Contracts Team, Data Team and the various Business Teams(SME's) have to develop: - Standards/Display format (E.g. Taxonomy, Upper Case/ Lower Case or mixture of both) for the Required and Optional fields on the Service Master - Material/Service Groups - The list of Service masters to be uploaded for Go-Live - Service Master upload tools for Go-Live - A Service Master maintenance process for the Sustainment team

Appendix A

ID	Title	Created	Current Status	Risk Score	Impact	Likelihood	Risk Owner	Treatment Strategy	Risk Response/Mitigation
56	SCA Project Delays due to CLRA Deliverables	2018-06-30 21:58	70. Cancelled	4	2	2	Schellekens, Harold	Treat (or Reduction)	The general topic of CLRA and SCA has been discussed for a long time, and is well known. There have been meetings with CLRA team and Robbin Yang, and CLRA team and Leo/Kiernan/Anurag. This coordination and collaboration needs to continue into the level of detail that is now available for both projects as they near DEF completion.

BC Hydro Supply Chain Applications Project

Progress Report No. 4

Appendix B

Project Schedule

Supply Chain Applications Project - Project Stages and Major Milestones

Baseline Implementation Phase Plan

IMPLEMENTATION PHASE

- Build
- Test
- Final Prep and go-live
- Schedule Contingency
- Stabilization
- Extended Onboarding

Current Plan

IMPLEMENTATION PHASE

- Build
- Test
- Final Prep and go-live
- Schedule Contingency
- Stabilization
- Extended Onboarding

