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April 30, 2020

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)
CONFIDENTIAL Semi-Annual Progress Report No. 2
October 2019 to March 2020 (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, over the period from October 1, 2019 to March 31, 2020.

On March 16, 2020, BC Hydro implemented social distancing measures in response to the COVID-19 pandemic. From March 17, 2020, the Project team has been working remotely and all activities that require significant person-to-person contact have been postponed. The Project was on track to meet its May 2020 In-Service date, within scope and on budget. However, in response to the COVID-19 pandemic, BC Hydro made the decision to defer planned in-person training activities. This deferral will lead to a change to the Project's In-Service date and Expected Cost Estimate. BC Hydro will provide an update on the Expected and Authorized Cost Estimates and the revised In-Service date as soon as changes have been approved by BC Hydro's Board of Directors.

BC Hydro provides additional information in Progress Report No. 2 that it committed to provide in its confidential responses to BCUC Staff Confidential Information Requests filed on March 13, 2020 and as requested by the BCUC in its letter dated March 25, 2020.

The following list identifies the additional information:

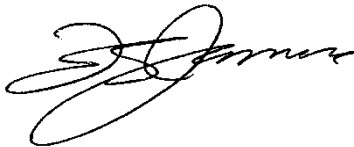
- Additional information on the System Integrator's cost and contract (Appendix E);
- Description of Project contingency drawn-to-date (Table 4, section 4.2, pages 16-17);
- Description of Project reserve drawn-to-date (Table 5, section 4.3, page 18);
- Amount of remaining Project reserve (Table 6, section 4.3, page 18); and
- Assessment for whether additional Project reserve or funding will be required to complete the Project (sections 2, 4.1, and 4.3).

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.

For further information, please contact the undersigned.

Yours sincerely,



Fred James
Chief Regulatory Officer

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Enclosure

BC Hydro Supply Chain Applications Project

Progress Report No. 2

October 1, 2019 to March 31, 2020

PUBLIC

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1 **Background**

2 British Columbia Hydro and Power Authority (BC Hydro) must procure materials and
3 services on a day to day basis in order to maintain safe and reliable electric service
4 to customers. Third party materials and service acquisitions are expected to be in
5 the order of \$2 billion annually for at least the next ten years. To meet BC Hydro's
6 current and future business needs, reduce risk, and provide benefits for supply chain
7 activities, BC Hydro is replacing its current supply chain IT platform with the Supply
8 Chain Applications Project (**SCA Project** or **Project**).

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

15 In October 2017, the British Columbia Utilities Commission (**BCUC**) issued Order
16 No. G-158-17 accepting the SCA Project's capital expenditure schedule of
17 \$22.5 million to \$29.7 million required to complete work up to the end of the
18 Definition Phase and directed BC Hydro to file a Phase Two Verification Report
19 (**Verification Report**) at the end of the Definition Phase. BC Hydro filed the
20 Verification Report in October 2018, and in April 2019 the BCUC issued Order
21 No. G-78-19 accepting the capital expenditure schedule of \$38.5 million to
22 \$45.4 million to complete the Implementation Phase.

23 BC Hydro was directed to file semi-annual progress reports on the SCA Project.
24 BC Hydro filed Progress Report No. 1 in October 2019 and provided confidential
25 responses to BCUC Staff Confidential Information Requests on Progress Report
26 No. 1 on March 13, 2020. Progress Report No. 2 covers the period from
27 October 1, 2019 to March 31, 2020 (the **reporting period**).

2 Project Status

From October 2019 to the end of March 2020, the Project team has completed or significantly progressed work on the following major activities: development and testing of custom code, integration testing, user-acceptance testing, and end-user documentation. The Project was on track to meet its May 2020 In-Service date, within scope and on budget. However, in response to the COVID-19 pandemic, BC Hydro made the decision to defer planned in-person training activities. This deferral will lead to a change to the Project's In-Service date and Expected Cost Estimate.

On March 16, 2020, BC Hydro implemented its social distancing measures. From that date, the Project team has been working remotely and has still been able to execute many of the planned activities. As can be expected, activities that will require significant person-to-person contact have been postponed. The Project team is also identifying and assessing the impact of these measures on Project activities. Some of the identified impacted activities include the need to transition training from a classroom-based delivery model to a remote delivery model, challenges with onboarding external suppliers and ensuring integration activities are carried out safely and in alignment with social distancing guidelines, and providing post go-live support to end users. The Project team is currently reviewing options for how best to proceed with these activities. As the situation is still evolving, the impact on the Project's forecast cost and schedule has not yet been finalized. BC Hydro will provide an update on the Expected and Authorized Cost Estimates and the In-Service date once they have been approved by BC Hydro's Board of Directors **(Board of Directors)**.

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

1 **Table 1 Project Status Dashboard**

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

Status as of:	March 31, 2020	Overall:	●
Overall Assessment	●	<p>The overall rating for the Project is red due to the impact of the measures taken in response to the COVID-19 pandemic. As discussed in Progress Report No.1, there was an expected change in the Project’s In-Service date due to a delay in completing integration testing and other downstream activities. The In-Service date was changed from the February 2020 to May 2020 (three-month extension). In February 2020, the Board of Directors approved a draw of \$6 million on the Project reserve to cover costs associated with changes to the planned In-Service date. Prior to March 16, 2020, the Project was on track to meet the May 2020 In-Service date. Due to the Government of B.C. and BC Hydro’s social distancing guidelines, activities that will require significant person-to-person contact have been postponed. The Project team is currently reviewing options for completing those activities safely. As the situation is still evolving, the impact on the Project’s cost and schedule is yet to be finalized.</p>	
Scope & Activities	●	<p>There have been no material changes to the Project scope since the start of the Implementation Phase. There will be changes to planned activities due to social distancing guidelines. Please refer to section 3 for more information on the changes to planned Project activities.</p>	
Cost	●	<p>In February 2020, the Board of Directors approved a draw of \$6 million on the Project reserve to cover a three-month extension to the schedule. As a result of the draw, the Project reserve is now \$2 million. Due to the impact of the measures taken in response to the COVID-19 pandemic, BC Hydro anticipates there will be a further change in the Project cost. As the situation is evolving, a cost estimate of the pandemic’s impact has not yet been determined. The Project’s forecast cost at completion is currently within the range of the accepted capital expenditure schedule. Due to the COVID-19 pandemic, BC Hydro believes that the Project’s forecast cost may exceed the BCUC accepted capital expenditure schedule range. This uncertainty is the reason for the red rating. Please refer to section 4 for more information on the Project cost.</p>	
Benefits	●	<p>There are no changes in the Project’s planned baselines, metrics, measures, and / or the tracking plan in this reporting period. Please refer to section 5 for a description of the work completed to-date.</p>	
Risk	●	<p>The rating for Project risk is amber as the full impact on the Project of the COVID-19 pandemic is not yet known. The Project continues to progress as safely as possible, but changes to how activities are undertaken and to the Project cost and schedule are expected. Please refer to section 6 for an updated assessment of the Project’s risks.</p>	

Status as of:	March 31, 2020	Overall:	●
Schedule	<p>● As was reported in the Progress Report No.1, a number of critical path activities were progressing behind schedule placing the In-Service date at risk. The schedule slippage was not recoverable, resulting in a change to the In-Service date from February 2020 to May 2020. While the Project has been progressing on schedule towards the May 2020 In-Service date, due to the measures taken in response to the COVID-19 pandemic the Project will not be placed in service in May 2020, leading to the red rating for schedule. The Project team is still assessing the impact of this evolving situation. Please refer to section 7 for further information on the changes to the Project schedule.</p>		

3 Project Scope & Activities

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

There was one change to Project activities in the reporting period as outlined in [Table 2](#) below. [Table 2](#) provides a summary of the identified change and the impact of the change. The cost implication of this change is also discussed in the section [4](#).

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

Description of Change	Identified Impact
SAP team of experts to provide Value Assurance Services to the Project (see section 3.1.7 below)	Additional cost

3.1 Major Accomplishments and Work Completed

The following sections describe the major accomplishments during the current reporting period.

3.1.1 Configuration

System configuration activities are complete.

3.1.2 Detailed Design and Writing of Custom Program Code

Detailed design activities and custom program code development activities are complete for the core transactional components of the system. The area of

1 development outstanding is the completion of the reporting solution. Report
2 development will be completed in the next period.

3 **3.1.3 Data Migration**

4 During the current reporting period, the project started:

- 5 • Testing custom programs required to extract migration data from the legacy
6 systems;
- 7 • To transform the data into the required format for loading; and
- 8 • To load the data into the new SAP system.

9 Work also continued this period on data cleansing and enrichment activities.

10 Examples of these activities include: cleansing existing vendor records, capturing
11 additional data to support enhanced quality management processes, classification
12 and enrichment of existing contract information, and cleansing and enriching of
13 inventory management data.

14 **3.1.4 “Go-live” Planning**

15 In this reporting period, testing continued on all data extraction, transformation and
16 load programs. Utilizing the cutover plan developed in the previous period, the
17 Project successfully completed two more practice system conversions to develop the
18 environment used in the second cycle of integration testing and the environment
19 used for user-acceptance testing. The results of these conversion exercises were
20 used to further detail the system cutover plan. Detailed planning was started for the
21 fourth system conversion exercise, which will be executed early in the next period.

22 **3.1.5 Testing**

23 In this reporting period, the Project completed the second of two planned cycles of
24 integration testing, and successfully completed user-acceptance testing. As of
25 March 31, 2020, the team had logged over 3,700 system defects. Of these, almost

1 3,470 had been successfully fixed and roughly 260 remain open. Of the current open
2 defects, none are listed as having a critical impact (i.e., they would prevent the
3 system from being placed into service) and 62 are listed as having a high impact
4 (i.e., they seriously impair the system's ability to operate). Defect levels have
5 decreased significantly in recent weeks and are on track to meet established quality
6 criteria required to go live.

7 **3.1.6 End-User Documentation & Training**

8 By the end of the reporting period, the development of end-user training material
9 was essentially complete. There is additional work required to revise the training
10 materials to be better suited for remote delivery as they were initially developed for a
11 classroom-based delivery. The assessment of the effort required to transition to
12 remote training is currently underway and is expected to be complete in the next few
13 weeks. Development of the classroom-based training schedule for over 1,000
14 employees was also completed this reporting period. Due to the need to transition to
15 a remote delivery model, these plans will need to be reviewed and updated.

16 **3.1.7 Value Assurance Services**

17 BC Hydro engaged SAP to provide value assurance services to the Project. Value
18 assurance services includes the following activities: an assessment of critical
19 business transactions, a review of key program code, and additional technical
20 support during go-live and stabilization. Planning for the delivery of the value
21 assurance services was underway at the end of the reporting period.

22 **3.2 Plans for Next Six Months**

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

- 24 • Updating of end-user training materials and training delivery plans to
25 accommodate remote training, and delivery of end-user training (focusing on
26 training required prior to the system go-live);

- 1 • Completion of report development and testing;
- 2 • Completion of data cleansing and enrichment activities;
- 3 • Establish pre-go live baseline measures for tracking the realization of benefits,
4 as identified in Appendix I of the Verification Report;
- 5 • Delivery of the value assurance services;
- 6 • Finalization of cutover planning activities and execution of additional “mock”
7 cutover events in preparation for the go-live weekend; and
- 8 • Execution of the system go-live event.

9 **3.3 Quality Assurance Advisor’s Monthly Report**

10 KPMG remains the Quality Assurance Advisor on the Project and continues to
11 provide reports on the Project’s performance and progress on a monthly basis to the
12 Project’s Steering Committee. The report provides ongoing assessments on the
13 governance structure, financial controls, benefits structure, project schedule and
14 deliverables, and decision making, amongst other key areas.

15 Please see the latest monthly report submitted by KPMG attached as **Appendix A**.

1 **4 Project Cost**

2 **4.1 Project Cost Summary**

3 In Report No. 1, the total Project Forecast Cost Range was \$71.3 million to
4 \$79.3 million. This included the actual total cost for the pre-Implementation phase of
5 \$25.5 million, the BCUC accepted capital expenditure schedule range of
6 \$38.5 million to \$45.4 million to complete the Implementation Phase, and the
7 estimated operating cost range to complete the Implementation phase of \$7.4 million
8 to \$8.5 million.

9 In February 2020, the Board of Directors approved a draw on the Project reserve of
10 \$6 million (\$1.4 million operating and \$4.6 million capital) to cover additional costs
11 associated with the change in the Project's In-Service date from February 2020 to
12 May 2020. As a result of this change, the total Project Forecast Cost Range is
13 currently \$77.3 million to \$79.3 million, and the Project reserve is \$2 million.

14 As noted in [Table 1](#), due to the impact of the measures taken in response to the
15 COVID-19 pandemic, BC Hydro anticipates a further change in the Project cost and
16 schedule. As the situation is still evolving and an estimate of the cost impact is not
17 yet finalized, the Expected and Authorized Cost Estimates in [Table 3](#) and the
18 variance explanations do not reflect the COVID-19 pandemic cost impact.

19 When the estimate of the cost impact is finalized, BC Hydro believes the Project's
20 forecast cost may exceed the BCUC accepted capital expenditure schedule for the
21 Implementation Phase.

22 [Table 3](#) shows the current Project forecast cost and the actuals-to-date. Also
23 included in this section are explanations of the variances between the Current
24 Forecast Cost and the accepted Verification Report Cost Estimate.

Table 3 Project Expenditure Summary – Forecast and Actual Cost

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>														

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]
17	Total Implementation Phase Direct Costs														
18	Contingency (% * Direct Future Costs)														
19	Interest During Construction	2.3	0.0	2.3	1.9	2.3	0.0	2.3	0.4	0.0	100%	10	1.9	82.6%	82.6%
20	Total Implementation Phase Expected Cost Estimate	38.5	7.4	45.9	45.7	42.2	9.7	51.8	6.0	6.0	112.9%		45.0	86.8%	98.0%
20	Total Project Expected Cost Estimate	61.1	10.2	71.3	71.3	64.9	12.4	77.3	6.0	6.0	108%		70.5	91.2%	98.9%
21	Project Reserve - Reserve For Known Risks	1.3	0.0	1.3	1.3	0.3	0.0	0.3	-1.0	-1.1	23%		0.0	0.0%	0.0%
22	Project Reserve - Incremental Contingency	5.4	1.1	6.5	6.5	1.7	0.0	1.7	-4.8	-4.8	26%		0.0	0.0%	0.0%
23	Incremental Interest During Construction on project reserve	0.2	0.0	0.2	0.2	0.1	0.0	0.1	-0.2	-0.1	50%		0.0	0.0%	0.0%
24	Total Project Reserve	6.9	1.1	8.0	8.0	2.0	0.0	2.0	-6.0	-6.0	25%	11	0.0	0.0%	0.0%
25	Total Project Authorized Cost Estimate	68.0	11.3	79.3	79.3	66.9	12.4	79.3	0.0	0.0	100%		70.5	89.0%	88.9%

Numbers may not add up due to rounding

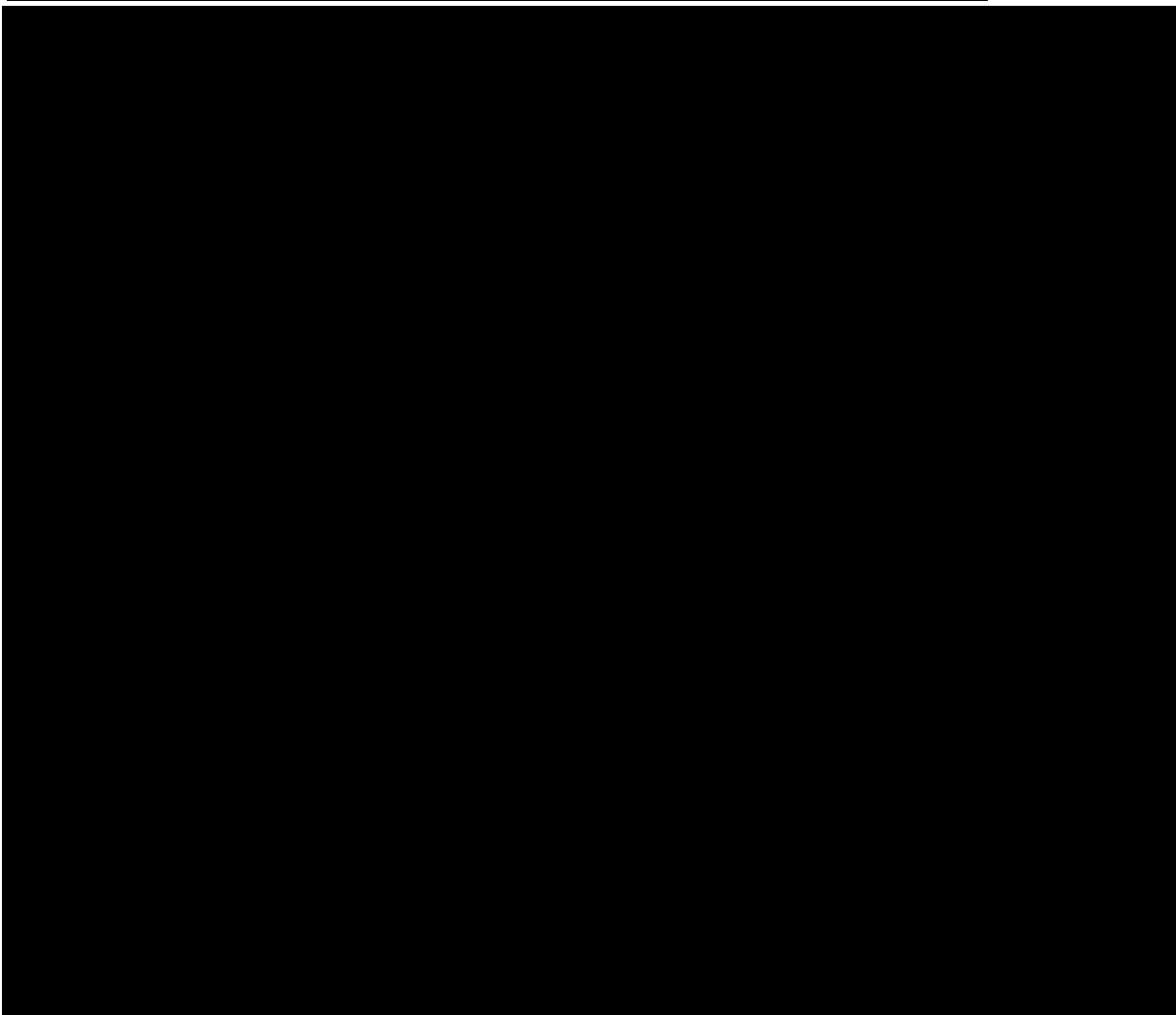
1 The notes below explain the variance between the Current Forecast Cost and the
2 Verification Report Cost Estimate and the total forecast as at the end of the prior
3 reporting period. Notes refer to notes 1 to 11 in Column K of [Table 3](#), referencing the
4 change in Columns H and I:

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

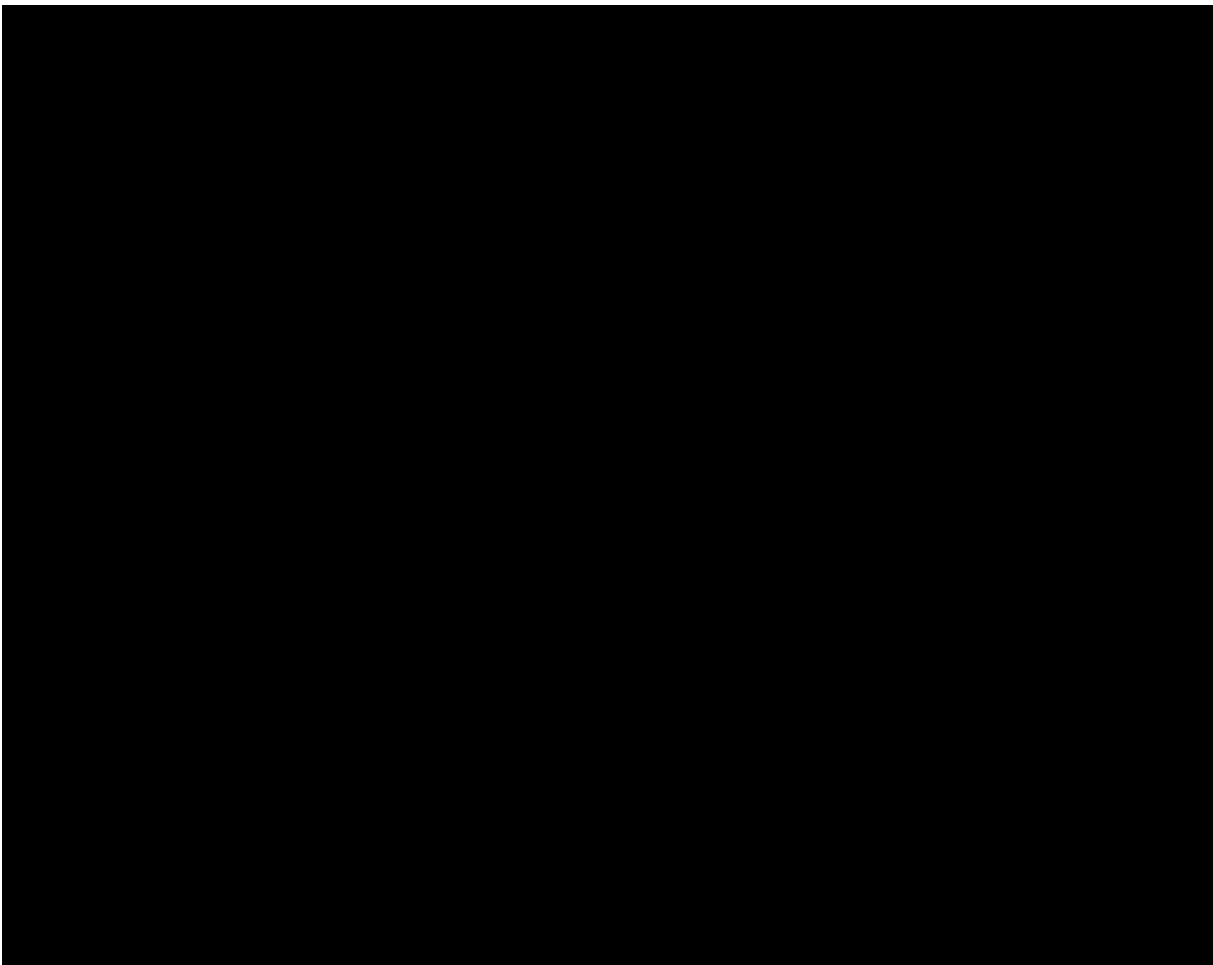
- 6 1. There has been no change in the pre-Implementation Phase costs from what
7 was reported in Progress Report No. 1. The change from the Verification
8 Report was reported in Progress Report No. 1.

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

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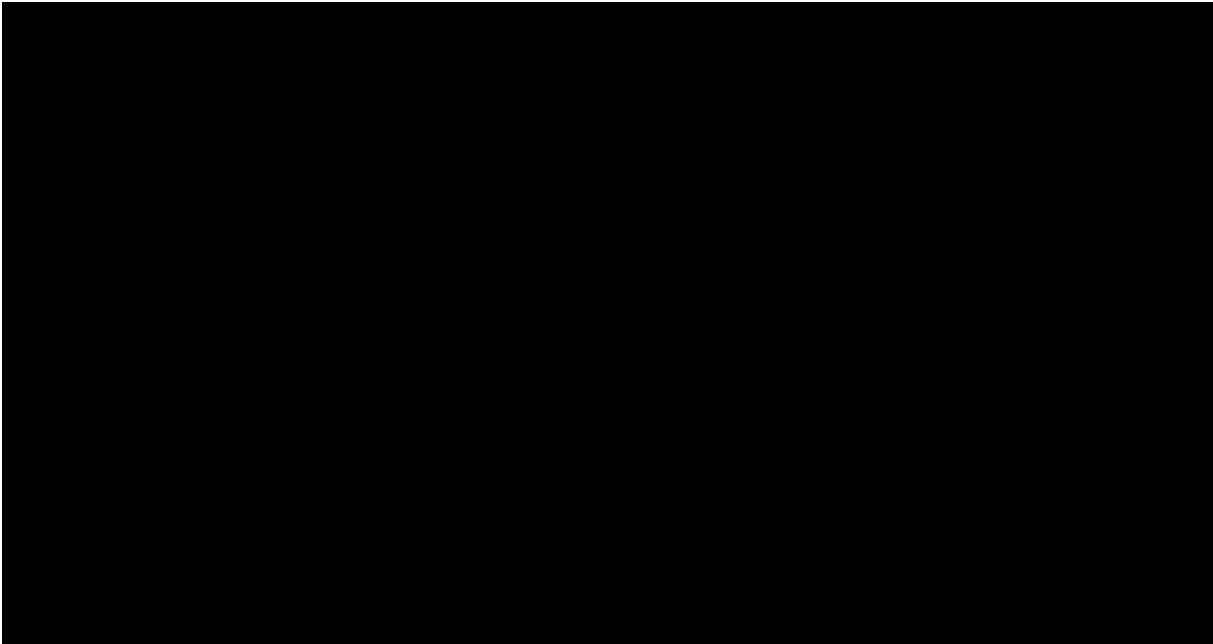


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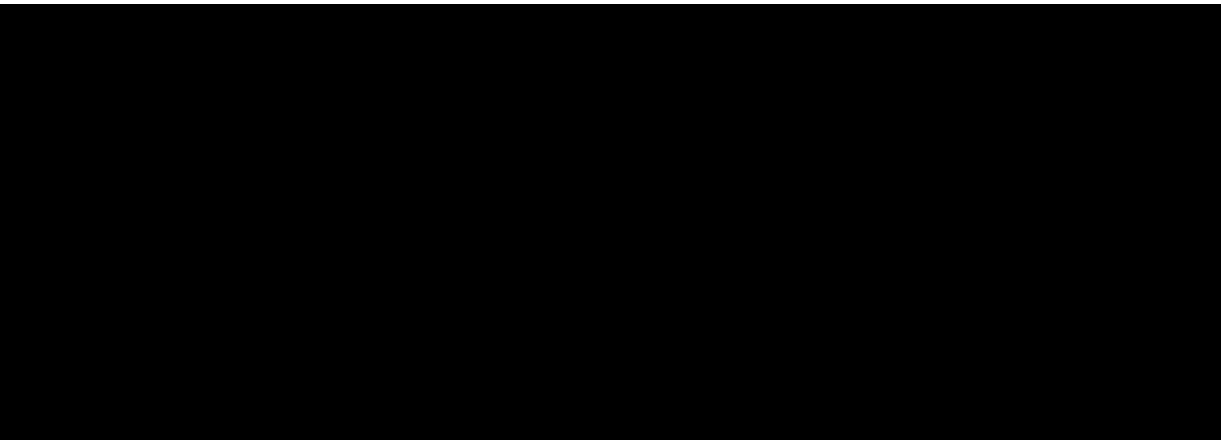


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Changes in BC Hydro Direct Costs:

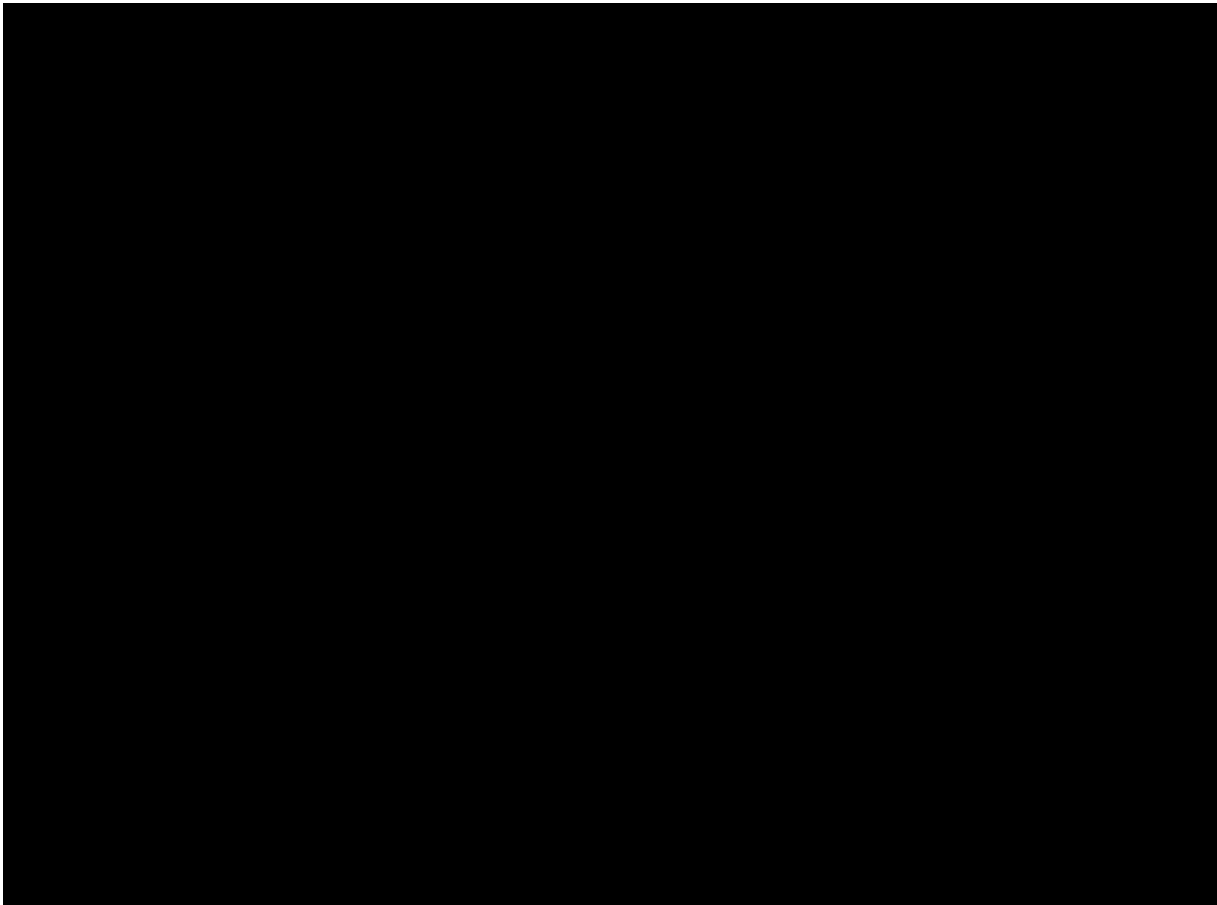


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8 **Changes in Total Implementation Phase Costs & Indirect Costs:**

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25 10. In this reporting period, the forecast Interest during Construction (IDC) for the
26 Implementation Phase has increased by \$400,000 due to the three-month
27 change in the In-Service Date. Coincidentally, IDC decreased by the same

1 amount in the prior reporting period so there is no change in total IDC from
2 what was provided in the Verification Report.

3 11. The total Project reserve has decreased by \$6 million. The Board of Directors
4 approved a draw of \$6 million on the Project reserve to cover the rest of the
5 cost of resource time required due to the three-month change in the In-Service
6 date, and additional contingency and IDC. The draws on Project reserve
7 approved by the Board of Directors is outlined in [Table 5](#) below. Please refer to
8 section [4.3](#) for a discussion of the draw on the Project reserve.

9 **4.2 Project Contingency**

10 Project contingency draws are approved by the Project Steering Committee, and
11 none of the approved contingency draws are as a result of changes in the project
12 scope.

13 In this reporting period, the extension to the Project schedule resulted in draws on
14 contingency of [REDACTED] to cover the [REDACTED]
15 [REDACTED] As outlined in section [3](#), SAP
16 was retained to provide QA value assurance services. [REDACTED]
17 [REDACTED]

18 There were two deposits into contingency this reporting period: \$6 million Project
19 reserve draw discussed further in section [4.3](#), and [REDACTED]
20 [REDACTED] (see note [2.b](#) in section [4.1](#)). The contingency at
21 the end of the reporting period is [REDACTED]

22 Please refer to section [3](#) for a description of the services SAP will provide and
23 section [7](#) for a discussion on the extension to the Project schedule.

24 [Table 4](#) provides a detailed description of the project contingencies drawn to-date as
25 requested by BCUC Staff in the letter dated March 25, 2020.

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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 from the Verification Report		4,724	964	5,688
<i>Contingency Draws Report No. 1</i>				
Increased Ariba license fees and implementation services. Negotiated fees exceeded budgeted amount.	Additional cost			
Additional BC Hydro IT testing support resources	Additional resources			
BC Hydro Project Coordinator role (unplanned)	Additional resource			
Funding for overtime pay for BC Hydro employees for additional work in the Definition and Implementation phases	Additional resource time			
System Integrator costs for additional training courses to be developed	Additional resources			
Additional BC Hydro (non-System Integrator) costs resulting from the schedule change (November 2019 to February 2020 In-Service date) and additional detail design work	Schedule change and additional cost			
Additional System Integrator costs resulting from the schedule change (November 2019 to February 2020 In-Service date) and additional detail design work	Schedule change and additional cost			
Additional Quality Assurance Advisor costs resulting from schedule change (November 2019 to February 2020 In-Service date)	Schedule change and additional cost			
Access to Ariba via single sign-on	Additional cost			
Subtotal Contingency Draws Report No. 1				
Contingency at the beginning of reporting period				
<i>Contingency Deposits Report No. 2</i>				
	Reduced cost			
Project reserve Draw (see Table 5)		4,631	1,355	5,986

Description	Impact	Capital Contingency (\$ '000) ¹	Operating Contingency (\$ '000) ¹	Total Contingency (\$ '000) ¹
Subtotal Contingency Deposits Report No. 2				
<i>Contingency Draws Progress Report No. 2</i>				
Additional System Integrator costs ³ to cover schedule extension ^{2, 4} (February 2020 to May 2020 In-Service date)	Schedule change and additional cost			
Additional BCH costs to cover schedule extension ^{2, 4} (February 2020 to May 2020 In-Service date)	Schedule change and additional cost			
Incremental IDC for to cover schedule extension ⁴	Additional cost			
Cost for SAP to provide QA value assurance services ²	Activity change and additional cost			
Subtotal Contingency Draws Report No. 2				
Contingency at the end of reporting period				

1 Numbers may not add up due to rounding

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8 **4.3 Project Reserve**

9 The Project reserve is controlled by the Board of Directors. The Project cannot
10 access the Project reserve without first obtaining approval from the Steering
11 Committee, the Chief Executive Officer, and the Board of Directors. To secure the
12 release of the Project reserve, a formal expenditure authorization request revision is
13 required.

14 In February 2020, the Board of Directors approved a draw on the Project reserve of
15 \$6 million to cover additional costs associated with the three-month schedule
16 extension, including additional contingency and IDC. [Table 5](#) provides a component
17 breakdown of the \$6 million Project reserve draw.

1 **Table 5 Project Reserve Draw: Component**
2 **Breakdown**

Description of Change	Capital Reserve (\$ '000) ¹	Operating Reserve (\$ '000) ¹	Total Reserve (\$ '000) ¹
Additional BCH costs to cover schedule extension			
Additional System Integrator costs to cover schedule extension ²			
Contingency (15% of BC Hydro direct costs still to be spent)			
Incremental IDC			
Total Project Reserve Draw	4,631	1,355	5,986

3 1. Numbers may not add up due to rounding

4 [Redacted]

5 [Table 6](#) below provides the remaining Project reserve and highlights the changes in
6 the Project reserve from what was provided in the Verification Report. As discussed
7 in section [2](#), due to the impact of the COVID-19 pandemic, additional Project reserve
8 will be required to complete the Project.

9 **Table 6 Project Reserve Balance**

Description	Verification Report (\$ millions)	Report No. 2 (\$ millions)
Project Reserve for Unknown Risks	6.5	1.7
Project Reserve for Known Risks		
Offshore Development risk	1.0	0.0
Unifier to SAP interface risk	0.3	0.3
Incremental Interest During Construction (IDC)	0.2	0.1
Remaining Project Reserve¹	8.0	2.0

10 1. Numbers may not add up due to rounding

11 **4.4 Summary of Individual Contracts Exceeding \$3.0 million**

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

1 **Table 7 Summary of Contracts exceeding**
2 **\$3.0 million**

No.	Supplier and Scope of Supply		Initial Contract Value (\$ million)	Forecast Contract Cost (\$ million)	Actuals to March 31, 2020 (\$ million)
1	PwC	System Integrator Costs – Design Stage			
2	PwC	System Integrator Costs – Implementation Phase			

- 3 1 Total fixed fee as of Statement of Work #2 signed on February 9, 2018
4 2 This is the final contract amount for the work completed in the Design Stage.
5 3 Total fixed fee as of Statement of Work #3 signed on October 19, 2018.
6 4 Actual costs to date based on PwC's cost accrued in BC Hydro's accounts.

7 **5 Project Benefit Realization Plan**

8 The Project team has been iteratively assessing business impacts of the new
9 system and processes as they were being built and tested. In February 2020, the
10 team started to analyze and consolidate this information into five key deliverables
11 that will collectively become the Benefits Realization Plan:

- 12 (i) Updated Benefits Tracking Sheets: these are the tracking sheets for individual
13 benefits, including updated baselines, measures and metrics;
- 14 (ii) Effort Based Benefit Monetization Framework: as outlined on page 3-14,
15 lines 4-19 of the Verification Report, individual effort reduction benefits are not
16 necessarily linked directly to a headcount reduction, but rather it is the
17 cumulative reduction from several effort benefits combined that will enable
18 headcount reduction (i.e., monetization of effort benefits). This deliverable will
19 identify the business areas with the greatest potential impact from a
20 combination of benefits and will outline the approach and governance to ensure
21 the impacted business groups are leveraging the new capabilities to adjust the
22 way they work in order to achieve the targeted headcount reductions;

- 1 (iii) Key Actions by Role or Business Group: this involves identifying the key
2 behaviours and actions required from specific roles or business areas in order
3 to realize the identified benefits;
- 4 (iv) Transition Plans by Business Group: the business groups will outline their
5 respective roadmaps for transitioning to the key behaviours and actions
6 identified above, during the benefits ramp-up period; and
- 7 (v) Benefits Tracking and Reporting Framework: this involves outlining the roles,
8 responsibilities and governance for ongoing benefits tracking and for
9 implementing corrective actions if targeted benefits are not being realized.

10 The deliverables listed above had been progressing on schedule towards the
11 May 2020 milestone date. As of March 31, 2020, the related activities are tracking
12 behind plan due to the impact of measures taken in response to the COVID-19
13 pandemic. For example, time and motion studies to capture pre go-live baselines
14 have been temporarily postponed due to social distancing measures and the work
15 from home protocol. The Project team is assessing the impact of the COVID-19
16 pandemic on the schedule for developing the Benefits Realization Plan. BC Hydro
17 will provide an update on the assessment in Progress Report No. 3 that will be filed
18 on October 30, 2020.

19 Until these deliverables are complete, there will be no finalized changes in planned
20 baselines, metrics, measures, and / or the tracking plan. Therefore, Benefit Tracking
21 Sheets filed as Appendix I-1 with the Verification Report reflect the most up-to-date
22 information on the expected benefits and the tracking plan.

23 **6 Project Risks**

24 In this section, BC Hydro provides updated mitigation plans and status, and updates
25 on the probability and impact assessments for risks as identified in the Phase Two
26 Verification Report in [Table 8](#). Project risks continue to be managed through the risk

1 management process, and identification of new risks is supported by the ongoing
2 quality assurance assessments provided each month by the Project's Quality
3 Assurance Advisor. Please refer to **Appendix C** for the Project Risk Register.

4 The progression in Project activities, the decrease in the number of unknown
5 elements, and the fact that the impact of the solution is better defined would have
6 led to our assessing the overall Project risk as lower at the end of the reporting
7 period. But, the uncertain impact of the measures taken in response to the
8 COVID-19 pandemic is a significant new risk. It has also created a set of
9 circumstances that could well increase the probability or impact of other Project
10 risks. BC Hydro is assessing the Project cost and schedule impact of the COVID-19
11 pandemic.

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

- 13 1. **Business risk:** These risks have the potential to impact BC Hydro's ability to
14 realize business benefits from the project. They include: how the extent of
15 change required to current business processes impacts BC Hydro's ability to
16 realize the benefits upon which the project is justified (the supporting of the
17 Supply Chain Business Requirements, the closing of the capability gaps and
18 the achievement of monetized benefits); and the risk the business experiences
19 a reduction in productivity during the transition period from the existing to new
20 supply chain;
- 21 2. **Technology risk:** The technology risk assessment considers the maturity of
22 the technologies used to deliver the technical solution. Overall, the SAP supply
23 chain IT configuration that BC Hydro plans to implement is very mature and
24 considered low risk from both a probability and consequence perspective.
25 However, there are a few elements included in the project design which are
26 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.

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. 2	
					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.	<p>Change management business engagement activities continue to be executed according to plan. Impacted business groups highly engaged in development of detailed transition and readiness plans.</p> <p>Governance processes continue to function effectively.</p> <p>Previous plans regarding the extended stabilization period and the development of detailed benefits realization plans remain unchanged.</p>	In Progress	Medium probability; medium impact.	In Progress	Medium probability; medium impact.
					In Progress		In Progress	
					In Progress		In Progress	

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 2	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
2	Business	Active, Updated	Risk that reduced productivity is experienced by the business while it transitions to the new supply chain	<p>Change management business engagement activities continue to be executed according to plan. Impacted business groups highly engaged in development of detailed transition and readiness plans. The need to work remotely may reduce the effectiveness of initial stabilization and user-support activities. This increases the impact of this risk materializing from low to medium.</p> <p>Previous plans regarding the extended stabilization period remain unchanged.</p>	In Progress	High probability; low impact.	In Progress	High probability; medium impact.
					Planned		Planned	
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

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 2	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
4	Technology	Active	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 most likely not required. Will continue to monitor through stabilization to confirm this is the case.	Monitoring	Low probability; Impact estimated at \$0.3 million	Monitoring	Very Low probability; Impact estimated at \$0.3 million
5	Project Delivery	Inactive	Risk of adverse or delayed British Columbia Utilities Commission Order		Complete	Risk has passed	Complete	Risk has passed
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. 2	
					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	Issue Triggered
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. 2	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
9	Project Delivery	Active	Risk of weak project governance	KPMG continues to be engaged and working closely with the project team. 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	<p>KPMG continues to be engaged and working closely with the project team. BC Hydro's project governance processes continue to work effectively.</p> <p>The probability of this risk was increased in the previous period as a result of having to repeatedly re-plan work due to schedule slippage. This period, the probability has decreased due to improved planning and progress tracking. The impact of the risk was reduced from high to medium in the previous period, and has not changed this period.</p>	Monitoring	Medium probability; high impact	Monitoring	Medium probability; medium impact

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 2	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
11	Project Delivery	Active	Risk of lack of clear Supply Chain Business Requirements	Business requirements further detailed through early Implementation Phase detailed design activities and recorded in the realization deliverables: Updated Functional and Non-functional Requirements List and Requirements Traceability Matrix.	Monitoring	Low probability; Medium impact	Monitoring	Low probability; Medium impact
12	Project Delivery	Active	Risk of scope creep, unnecessary complexity and customization	Project change control processes functioning effectively for managing minor design changes. No material scope changes requested or approved. No significant scope risks exist currently.	Monitoring	Low probability; medium impact	Monitoring	Low probability; medium impact
13	Project Delivery	Active	Risk of unforeseen PassPort functionality issues	BC Hydro PassPort support team fully engaged in project activities, including testing of new solutions and assessing impacts on remaining PassPort functions.	Monitoring	Low probability; high impact	Monitoring	Low probability; medium impact

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 2	
					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	Issue Triggered
15	Project Delivery	Active	Risk of low data quality and or data not being ready according to Project Schedule	Detailed data clean-up and enrichment plans development and being executed.	In Progress	Medium Probability; medium impact	In Progress	Low probability; medium impact
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. 2	
					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	Active, Updated	Risk that reporting is not developed in time for initially planned testing dates	Reporting development and testing plans updated based on prioritization of reporting required for go-live. Required go-live reports targeted for completion by end of May 2020.			Issue Triggered	Issue Triggered
19	Project Delivery	Active, Updated	Risk that training materials are not developed in time for initially planned training delivery dates	Corrective actions have been effective, and materials are being completed to plan. This has reduced the probability from high to low.			In Progress	Low probability; medium impact

No.	Risk Category	Current Risk Status	Risk Event / Threats	Updated Mitigation Plans & Mitigation Assessment	Verification Report		Report No. 2	
					Mitigation Status	Probability and Impact	Mitigation Status	Probability and Impact
20	Project Delivery	New	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.	This is a very recent, significant, and currently evolving risk. BC Hydro is assessing the potential impacts and mitigation strategies.			In Planning	High probability; high impact
21	Project Delivery	New	Risk that a significant portion of the project team or key individuals within the project team are infected with COVID-19	Remote working protocol implemented mid March and in-person training activities to be replaced with remote training.			In Progress	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. In February 2020, the Board of Directors
4 approved a change in the In-Service date to May 2020.

5 As discussed in section [2](#), this In-Service date is now at risk given the impact of the
6 social distancing measures taken in response to the COVID-19 pandemic. BC Hydro
7 is currently assessing the schedule impacts of these measures and will provide an
8 update on any changes to the planned In-Service date once the change has been
9 approved by the Board of Directors.

10 In February 2020, the Board of Directors approved an update to the Project
11 schedule, setting the In-Service date in May 2020. This extended the system testing
12 schedule by three months from the previous In-Service date in February 2020. The
13 decision to place the Project into service in May 2020 was driven by the amount of
14 time lost to unrecoverable schedule slippage encountered while completing system
15 build and testing activities. The unrecoverable schedule slippage has led to a delay
16 in other deliverables such as the development of end-user training materials and the
17 benefits realization plan.

18 Factors contributing to the schedule delay include:

- 19 • The complexity of BC Hydro's business processes;
- 20 • The high number of process variations that need to be configured, tested and
21 documented; and
- 22 • The challenges experienced by the System Integrator, including specific issues
23 with its ability to develop program code from its offshore facility, which
24 necessitated transferring more work to North American developers.

1 Collectively, these issues led to higher defect levels, resulting in delays in achieving
2 the defined testing quality criteria. Achievement of pre-established quality criteria is a
3 key factor in meeting user satisfaction and minimizing potential negative operational
4 impacts when the new SAP system is placed in-service. This would prevent the
5 Project from “going live” with a high number of defects and having to incur additional
6 costs during the stabilization period.

7 The above noted three-month extension to the Project schedule resulted in draws on
8 contingency and Project reserve to cover the additional costs associated with the
9 increased use of resources. Refer to sections [4.2](#) and [4.3](#) for further information on
10 the resulting contingency and reserve draws.

11 [Table 9](#) below provides forecast dates on the key milestones for the Project as of
12 March 31, 2020. While the Project has been progressing on schedule towards the
13 May 2020 In-Service date, BC Hydro anticipates further changes to the schedule
14 due to the measures taken in response to the COVID-19 pandemic.

15 Please refer to **Appendix D** for the latest approved Project schedule. The Project
16 schedule in Appendix D and the forecast Project milestone dates in [Table 9](#) do not
17 reflect any COVID-19 pandemic schedule impact.

1

Table 9 Project Milestones

No.	Stage	Planned Date	Actual or Forecast Date (as at March 31, 2020)	Status as of April 30, 2020
1	BC Hydro releases Implementation Phase work to System Integrator and Quality Assurance Advisor	October 2018	October 2018	Completed as scheduled
2	Implementation - Build Solution	October 2018 to November 2019	October 2018 to May 2020	Solution build is on track to be complete by May 2020. But due to delay in training activities in response to the COVID-19 pandemic, the In-Service date and all future milestones will be delayed.
3	In-Service Date	November 2019	May 2020	
4	Implementation – Stabilization	March 2020 to Mid July 2020	May 2020 to Mid September 2020	
5	Implementation – Onboarding	March 2020 to March 2021	May 2020 to May 2021	
6	Project Completion	March 2021	May 2021	

BC Hydro Supply Chain Applications Project

Progress Report No. 2

Appendix A

**Quality Assurance Advisor's Monthly Project as of
March 20, 2020**

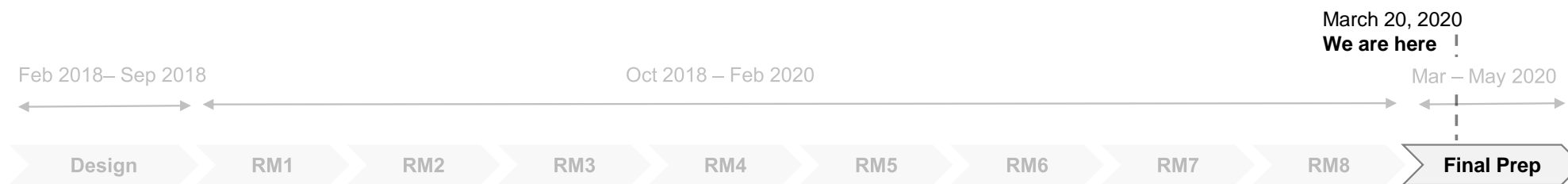


Monthly Project Update

Prepared for BC Hydro SCA Steering Committee

—
March 20, 2020

Activities Completed February 21 – March 20, 2020



List of documents reviewed		Interviews conducted
<ul style="list-style-type: none"> • SCA High Level Schedule • Weekly Status Report_ALL (03/02, 03/09, 03/16) • Select KBU Transition Plans • BC Hydro Business Transition Plan • Supplier Readiness Checklist • Post_GoLive_Support_Plan • GoLive_Support_Model • Hypercare_Resource_and_Contacts • UAT Cutover Plan • Cutover Resource Plan • CR Tracker 	<ul style="list-style-type: none"> • Reporting development tracker • Data objects conversion progress dashboard • SCA_CourseDevelopmentTracker • Training Data Requirements Log • SCA UAT Schedule • UAT Scripts for all Integrated Scenarios (MMQ, PROJ, PURC, WORK) • HPQC ALM Defect Tracker v2 	<ul style="list-style-type: none"> • Project Directors – Zaheer Shivji, Hugh Smith • PMO – Steven Purvis, Ivette Rico • Project Integration – Corey Lanovaz • Work Management Integration – Darin Thompson • Purchasing & Contracts – Olivier Garsault, Brian Wong • Inventory Management & Quality – Darren Gebert, Mario Ortega • Data Management – Tim Kikkert, Greg Turnbull • Change Management – Daniel Watt • Technology – Michel Maurivard, Sandeep Paul • Reporting – Diego Mendez, Wendy Cachero • Testing – Jal Aeleti, Ross Hunter • Training – Souli Vohradsky, Daniel Watt • Business Transition Planning – Scott Barbour • Security – Faye Nera



GETT Assessment Dimensions for This Period

Below highlights the assessment dimension for February 21 to March 20, 2020 and the associated findings.

Project Delivery				Functional Dimensions		
Project governance	Project management	Change management	Performance management	People	Process	Technology
Strategic alignment	Adequate	Change approach and strategy	Business case	Partial	Target operating model	Enterprise architecture
Leadership	Partial	Case for change	Independent assurance	Skills and competencies	Adequate	Partial
Delivery principles and policies	Vendor management (SI Selection Process Review)	Adequate	Incentives to deliver	People strategy and design	Adequate	Adequate
Accountability and responsibility	Cost management (financial model)	Change capability	Benefit management	Adequate	Inadequate	Adequate
Structure and capability	Adequate	Adequate	KPIs / metrics	Organizational design	Business process controls and BCP	Partial
Monitoring and controls	Quality standards management	Change impact assessment	Performance improvement	Culture and behaviors	Partial	Adequate
Portfolio management	Lifecycle management	Adequate	High performing culture	People performance management	Adequate	Adequate

- Adequate** Project elements are appropriately addressed and meet expectations for current stage of the SCA project
- Partial** Project elements partially address requirements and mitigation actions have been identified by the Project Team
- Inadequate** Project elements are not addressed and mitigation actions have not been identified
- Out of Scope** Project elements that are out of scope for this assessment period

_____ Bolded outline denotes assessment dimensions detailed in executive summary.



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Executive summary

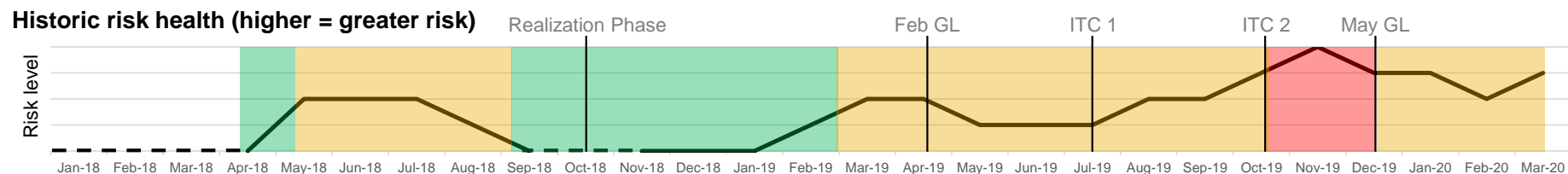
For this period the assessment identified the following key observations and recommendations.

Project Management

Project plan, deliverables and resourcing

Schedule

- Based on KPMG’s observations, project activities are tracking well according to plan (i.e. UAT execution, training material development, reporting FUT execution).
- COVID-19 introduces additional risk to resource capacity and schedule. Contingency planning is consuming time allocated for go-live preparations (e.g. for training, cutover readiness). National, provincial, and BC Hydro policies around social distancing and travel restrictions will also likely impact the project team’s ability to execute pre-go-live preparations and cut-over weekend as originally planned. Accommodating these policies could create delays.



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Executive summary – Transition and Support (1/3)

For this period the assessment identified the following key observations and recommendations.

Transition and Support	Assessment Area	Trend	Assessment Criteria	Initial Findings
		Business impact	<ul style="list-style-type: none"> • <u>Impacted stakeholders</u> are identified (internal, external) • <u>Primary and secondary</u> impacts are captured, assessed, communicated • <u>Workaround</u> are captured • <u>Post-go-live catch-up activities</u> captured 	<ul style="list-style-type: none"> • Internal and external stakeholders that will be impacted have been identified • Project team has communicated system blackout dates • Workarounds and post-go-live catch up activities are in the process of being developed
	Business cutover and transition	Business Transition	<ul style="list-style-type: none"> • <u>Transition requirements</u> are captured from the business • <u>Owners</u> are assigned to transition activities 	<ul style="list-style-type: none"> • Transition requirements are captured in KBU transition plans
		Integration	<ul style="list-style-type: none"> • <u>Transition plans are integrated:</u> <ul style="list-style-type: none"> • Between KBUs • With business cutover plan • With technical cutover plan 	<ul style="list-style-type: none"> • Assessment for cross plan dependencies is in progress. Project team is in the process of integrating transition activities.

Executive summary – Transition and Support (2/3)

For this period the assessment identified the following key observations and recommendations.

Transition and Support	Assessment Area	Trend	Assessment Criteria	Initial Findings
		Activity sequencing and duration	<ul style="list-style-type: none"> • <u>Cutover weekend activities are sequenced appropriately</u> • <u>Duration is validated prior to cutover weekend</u> 	<ul style="list-style-type: none"> • Sequence has been tested, duration validated through UAT • Will be validated through 2 additional mock cutovers
	Technical cutover	Cutover plan activities	<ul style="list-style-type: none"> • <u>Cutover activities include the following:</u> <ul style="list-style-type: none"> • Backup • Transporting objects (configured objects, RICFEW objects) • Validating successful transports • Decommissioning legacy functionality (PassPort, RICFEWU) • Data ETL and validation • Hardware deployment and activation • Initiating batch jobs • Activating new security roles • Rollback / contingency 	<ul style="list-style-type: none"> • Cutover plan covers most activities in assessment criteria • Some have activities currently show as placeholders, will need to be updated based on findings from mock cutovers • Scope and detailed procedures still need to be captured for some smoke test / validation activities.
		Governance	<ul style="list-style-type: none"> • <u>Procedures</u> have been captured for: <ul style="list-style-type: none"> • Resourcing and shift management • Environment management • Reporting • Managing and escalating issues & defects • Gating • Success criteria 	<ul style="list-style-type: none"> • Project team is in the process of assessing and documenting cutover governance activities



Executive summary – Transition and Support (3/3)

For this period the assessment identified the following key observations and recommendations.

Transition and Support	Assessment Area	Trend	Assessment Criteria	Initial Findings
	Hypercare	Resourcing	<ul style="list-style-type: none"> • <u>Resources have been identified</u> and sized appropriately for both SI and BCH • <u>Roles have been defined</u> to a suitable level of detail • <u>Resources have been assigned and trained</u> to carryout Hypercare roles 	<ul style="list-style-type: none"> • Roles and resourcing have been assigned adequately
		Issue management	<ul style="list-style-type: none"> • <u>Procedures and workflow</u> have been documented for managing and resolving issues: <ol style="list-style-type: none"> 1. Intake – how and what information will need to be captured 2. Assessment & triage – who and how will issues be assessed and assigned 3. Resolution – how will issues be resolved, how will issues be escalated 4. Closure – what are the closeout procedures (ticket closeout criteria, validating solution, updating documentation, etc.) 	<ul style="list-style-type: none"> • Procedures and workflows have been captured to mostly a suitable level of detail for carrying out Hypercare activities • In some area additional detail would help improve clarity. These areas are on the project team’s radar and they are in the process of completing documentation and preparation.
		Transition	<ul style="list-style-type: none"> • <u>Hypercare exit-criteria</u> defined • <u>Transition activities</u> are defined (between SI and BCH, between project team and sustainment) 	<ul style="list-style-type: none"> • Transition activities and exit criteria have been outlined in Hypercare plan.



Executive summary – cont'd

For this period the assessment identified the following key observations and recommendations.

Functional Testing

Functional Testing

UAT execution

- Progress for UAT execution is tracking relatively well against plan. Feedback communicated to KPMG indicates that tester experience has been generally positive. Lessons learned are being captured for integration into training material and cutover activities.

Defect resolution

- This dimension continues to indicate as yellow due to the arrival rate of and the type of defects uncovered at UAT. The number of data and RICFEWU defects is higher than KPMG would expect at this stage of testing. The Testing Team has indicated that the project's capacity to retest fixed defects is constraining the defect closure rate.
- The UAT lead and BSLs have also indicated concern regarding the high volume of security and access issues and the impact on test execution.

Recommendation

- KPMG encourages the project to validate security mapping with end users or their managers prior to go-live; and to conduct an assessment for role conflicts and segregation of duty conflicts.
- KPMG also recommends that the project continue to review defects on a rolling basis to identify root cause, impact to go-live and prioritize resolution accordingly.

Historic risk health (higher = greater risk)

Month	Risk Level (Relative)	Phase	Milestone
Jan-18	Low	Pre-Realization	
Apr-18	Low	Realization Phase (Green)	
Oct-18	Low	Realization Phase (Green)	
Apr-19	Low	Realization Phase (Green)	Feb GL
Jul-19	Low	Realization Phase (Green)	ITC 1
Aug-19	Low	Realization Phase (Yellow)	
Sep-19	Medium	Realization Phase (Yellow)	
Oct-19	Medium	Realization Phase (Yellow)	ITC 2
Nov-19	Medium	Realization Phase (Yellow)	
Dec-19	Low	Realization Phase (Yellow)	May GL
Jan-20	Low	Realization Phase (Yellow)	
Mar-20	Low	Realization Phase (Yellow)	

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BC Hydro Supply Chain Applications Project

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Executive summary – cont'd

For this period the assessment identified the following key observations and recommendations.

Data Management & Reporting



Report Development and Testing

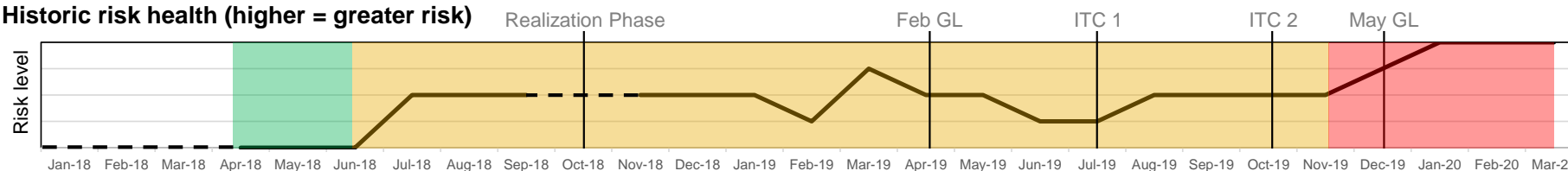
Reporting

- Developing and testing progress: Based on the re-baselined reporting project plan communicated in January 2020, progress for developing and completing functional unit testing for BW reports is tracking relatively well against plan.
- This dimension continues to indicate as Red as the scope for what reports will need be delivered before and after go-live has not been fully defined. Based on KPMG’s observation the acceptance criteria and process for testing is also in the process of being finalized. KPMG also continues to be concerned that training material has not yet been developed for reporting.
- Impact from deferring BW reporting BSLs have indicated to KPMG that with the exception of reports that support addressing regulatory requirements and reports that have been identified as critical, deferring BW reporting developing for other reports would likely have a limited impact for meeting business needs in the near-term after Go-Live.

Recommendation

- Mapping To support a smooth business transition, KPMG encourages the reporting team to work with the BSL and business stakeholders to complete a mapping exercise between Cognos reports and BW reports. This could help expose potential gaps that will need to be addressed post go-live and help scope out development requirements.
- Training Understanding that not all reports have been fully tested, KPMG recommends that the project team begin developing training material based on the BW reports that have already been developed. If resources are currently constrained, completing analysis on instructional developer effort requirements for after go-live could help inform staffing requirements.

Historic risk health (higher = greater risk)



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Executive summary – cont'd

For this period the assessment identified the following key observations and recommendations.

Data Management & Reporting



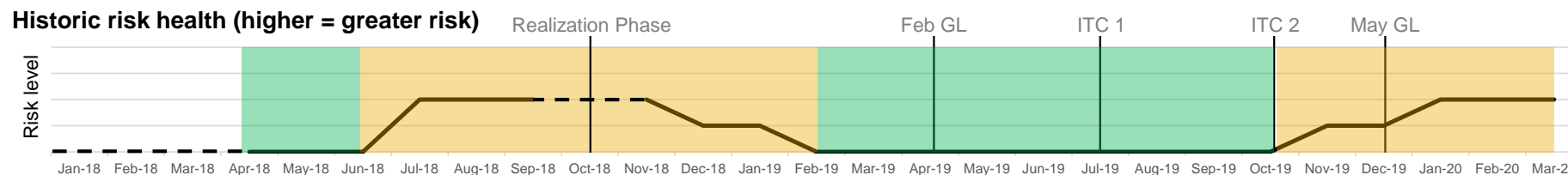
Data Management

Data Load

- Data conversion activities continue to track behind schedule. This has been caused by the degree of complexity required to load several data objects and from uncovering new data preparation requirements. The data team has indicated that current delays will not impact Go Live.
- The impacted data objects are on the project team’s radar and work is underway to address risk areas

Training

- Given that a large number of business rules need to be accommodated to successfully load data objects, KPMG is concerned that course content does not call out data dependencies required for enabling business processes and system functionality. KPMG encourages the project team to review training material on outline agreements to validate that, where relevant, business rules communicated to the data team to support conversion activities is captured in the training material.




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Executive summary – cont'd

For this period the assessment identified the following key observations and recommendations.

Training & Development



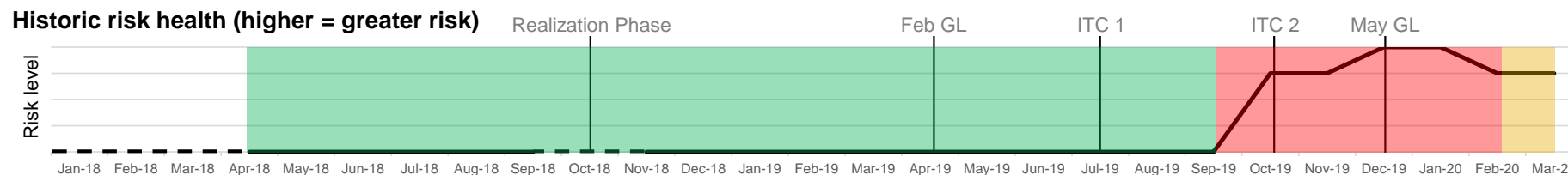
Course Material Development

- Based on KPMG's assessment, the risk for training has decreased over this assessment period and will now indicate as yellow due to improvements with course and job aid delivery, resourcing, and progress tracking.
- KPMG continues to be concerned about schedule risk for training course development in the reporting stream as most reporting courses still require development and minimal progress has been made.

Training

Training Schedule & Logistics

- Due to Covid-19 concerns, the Training Team is developing a training contingency plan to ensure BC Hydro safety and travel policies are maintained during Train the Trainer and end-user training phases.
- The Training Team has indicated that in the event of an emergency, backup trainers for all courses have been identified and will be suitably prepared.




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Appendix A

Key Findings

Key Findings


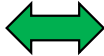
GETT Dimension		Assessment Area	Trend	Expectation	Findings	Follow Up
Project Management	Project Plan, Deliverables, Resourcing	Project Plan and Resource Plan		<ul style="list-style-type: none"> Project and resource plans are responsive to project changes (e.g. delayed or reordered activities, dependencies, resource and effort requirements, etc.) and feedback from Project Team. The re-baselined project plan reflects the findings of the SCA team and integrates lessons learned regarding timing, effort and resource requirements; areas of the project experiencing challenges are outlined to a greater level of detail to provide clarity and direction to team members. 	<i>Please refer to executive summary section for full details.</i>	<i>Please refer to executive summary section for full details.</i>

Key Findings – Cont’d

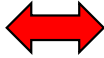
GETT Dimension	Assessment Area	Trend	Expectation	Findings	Follow Up
Change Management	Change Leadership		<ul style="list-style-type: none"> The Engagement and Communication Plan is suitably detailed (e.g. plan identifies: communication channels, detailed activities, roles and responsibilities, target completion dates, and progress tracking). Progress against the Engagement and Communication Plan is tracked and documented consistently. Engagement activities are executed according to plan 	<ul style="list-style-type: none"> The Change Lead has indicated work is being done to develop a more robust plan to facilitate solution enablement, as well as measure and validate the business’ adoption of the solution. Based on KPMG’s observations, accountability and tracking for benefits realization continues to remain inconsistently defined. KPMG encourages the project to assign roles and responsibilities for benefits realization prior to go-live. 	<ul style="list-style-type: none"> KPMG will continue to monitor solution enablement plans developed by the Change Team, and the approach for adoption validation approach.
	Engagement & Communication		<ul style="list-style-type: none"> The project has identified an approach to develop a transition plan which will address go-live, post go-live support; business, and technical, requirements; and dependencies by stream. Transition Point People for all Key Business Units have been on-boarded, and are updated as necessary on a regular basis by the BTP team. 	<ul style="list-style-type: none"> Based on KPMG’s observations, the overall transition plan contains the elements KPMG would expect (e.g. data freezes, transaction cut-offs, TPP training, etc.). In most cases, progress of individual KBU transition plans is dependent on the cutover plan. The BC Hydro Integration Lead has indicated the cutover plan will be released at the end of February 2020. 	<ul style="list-style-type: none"> KPMG will continue to monitor the development of the transition plan, and it’s integration with other SCA activities (e.g. training, cutover, etc.).
	Business Readiness				





Key Findings – Cont’d

GETT Dimension		Assessment Area	Trend	Expectation	Findings	Follow Up
People	Training & Development	Training Development		<ul style="list-style-type: none"> • Training plans and trackers are kept up to date and are leveraged as a source of truth for progress and upcoming activities. • Training materials are being developed with input from business, functional, and technical stakeholders; training materials cover both technical and business training requirements. 	<i>Please refer to executive summary section for full details.</i>	<i>Please refer to executive summary section for full details.</i>
	Organizational Design	Organization Alignment		<ul style="list-style-type: none"> • Impacts to employees by the SCA Project are continuously documented and assessed. • Changes to role descriptions are documented and validated by BC Hydro in accordance with HR standards. 	<ul style="list-style-type: none"> • The Change Management Lead is continuing to work with the HR department to finalize the two new roles being created. 	<ul style="list-style-type: none"> • KPMG to will follow up with the Change Team on the status of the HR review.


Key Findings – Cont’d

GETT Dimension		Assessment Area	Trend	Expectation	Findings	Follow Up
Process	Data Management & Reporting	Reporting		<ul style="list-style-type: none"> The project plan accounts for report development and testing, and details while reports will be available for Go-live, and post Go-live. All reporting RTM entries are mapped to reports; unmapped RTM requirements are consistently documented and assessed and approved before they are modified or de-scoped; RTM validation is fully completed during ITC 2. Reporting validation and test execution is consistent across business streams. 	<i>Please refer to executive summary section for full details.</i>	<i>Please refer to executive summary section for full details.</i>

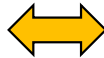
Key Findings – Cont’d

GETT Dimension		Assessment Area	Trend	Expectation	Findings	Follow Up
Process	Security	Security Plan		<ul style="list-style-type: none"> Security roles will be appropriately and consistently tested during ITC 2. Role mapping between system roles, business resources and positions is done consistently and reflects the nuances of the various impacted groups and operating regions. The security approach considers access requirements for Data, System Transactions, and Reporting. 	<ul style="list-style-type: none"> The Change Team is continuing the development of a revised role mapping document to address the concerns raised by the project regarding level of detail and consistency. The project has indicated that security roles will be assigned to the specific testers for UAT. 	<ul style="list-style-type: none"> KPMG will continue to monitor role mapping activities, and the results of UAT pertaining to security roles.
Technology	Data Conversion / Migration	Data Requirements and Quality Assessment		<ul style="list-style-type: none"> A suitable plan has been developed for data conversion, enrichment, and cleansing and is updated regularly. Data requirements have been suitably documented to include: data object description, scope inclusion, criticality for go-live, source system, target system, and quality. 	<p><i>Please refer to executive summary section for full details.</i></p>	<p><i>Please refer to executive summary section for full details.</i></p>


Key Findings – Cont’d

GETT Dimension		Assessment Area	Trend	Expectation	Findings	Follow Up
Technology	System Build	Custom Development		<ul style="list-style-type: none"> The resolution of change requests (CRs) and any associated development is monitored and tracked in a consistent and timely manner; testing dependencies are flagged and communicated to the testing team. CR development progresses according to the testing schedule. Outcomes of CRs are documented and dependent specification documents (i.e. FSD, TSD) are updated accordingly. 	<p><u>Change Requests</u></p> <ul style="list-style-type: none"> Based on KPMG’s observations, CR completion continues to track behind plan, impacting testing, defect resolution, and training (i.e. CR163 - Workflow approval). The project has communicated that no more CRs will be accepted until communicated otherwise. <p><u>Development Documentation</u></p> <ul style="list-style-type: none"> The Technology Team has indicated that Technical Specification and EKC documents will be updated during UAT to reflect new changes. 	<ul style="list-style-type: none"> KPMG will continue to monitor development and testing progress for CRs. KPMG will follow-up with the Technology Team during the next assessment period to discuss progress of documentation updates.

Key Findings – Cont’d

GETT Dimension		Assessment Area	Trend	Expectation	Findings	Follow Up
Technology	Functional Testing	Functional Testing		<ul style="list-style-type: none"> ITC 2 testing progresses according to plan (execution schedule and scope of string tests and integrated scenarios); de-scoped tests are consistently communicated and approved. A suitable approach for UAT has been developed and approved by project stakeholders; onboarding, execution, defect management and test cycle closure have been considered and documented in the UAT plan. Data dependencies for test scripts are documented and provided to the data team so sufficient data is staged for testing. A consistent process is followed to track test outcomes, manage defects, and assess solution progress. Defect are triaged, escalated and resolved in-line with the testing plan and any existing BC Hydro testing and defect management strategies. 	<p><i>Please refer to executive summary section for full details.</i></p>	<p><i>Please refer to executive summary section for full details.</i></p>
	Non-Functional testing					

Key Findings – Cont’d

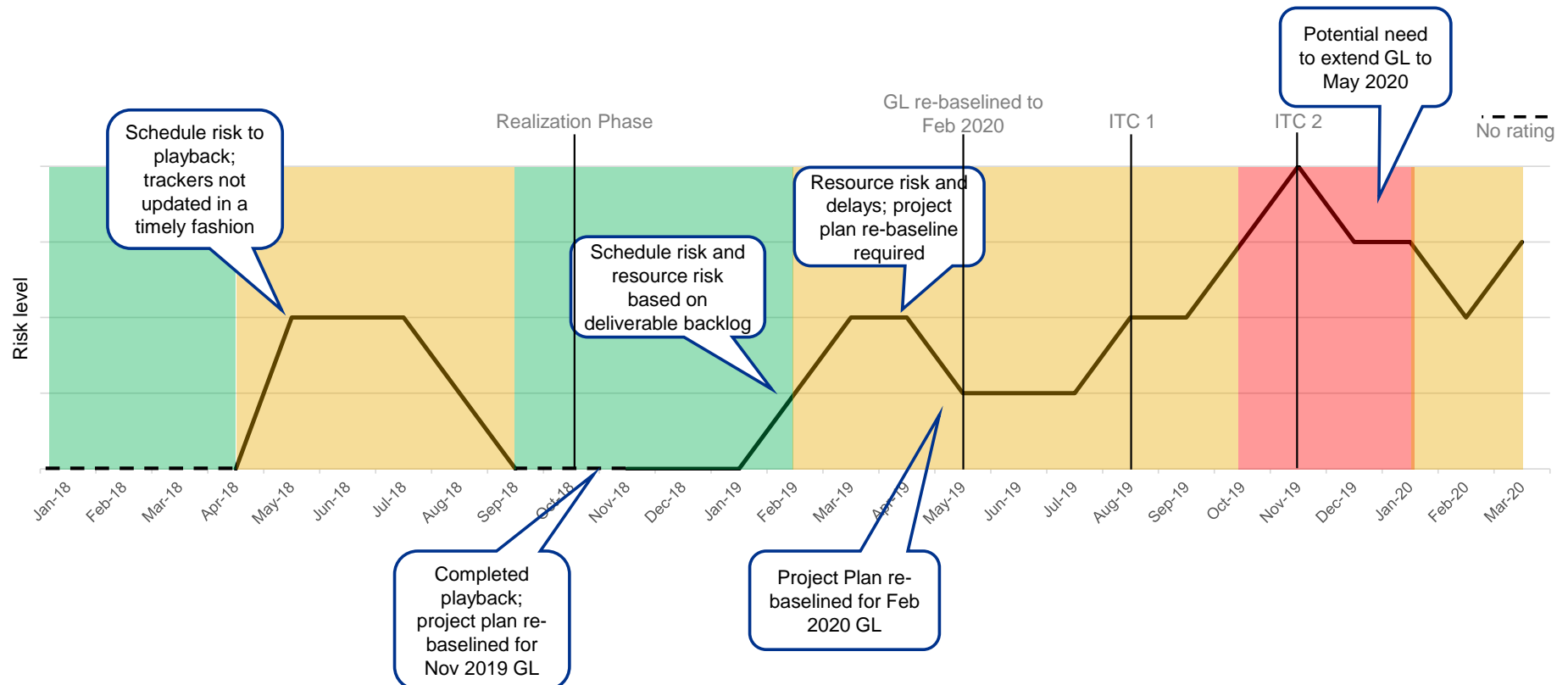
GETT Dimension		Assessment Area	Trend	Expectation	Findings	Follow Up
Technology	Transition and Support	Cutover Plan		<ul style="list-style-type: none"> The project has identified an approach to develop a cutover plan which will address mock, go-live, and post go-live activities and support; business, and technical, requirements; and dependencies by stream. The plan is endorsed by the business and shared with sufficient time for business stakeholders to prepare for Go-Live 	<i>Please refer to executive summary section for full details.</i>	<i>Please refer to executive summary section for full details.</i>

Appendix B

Historic Risk Ratings

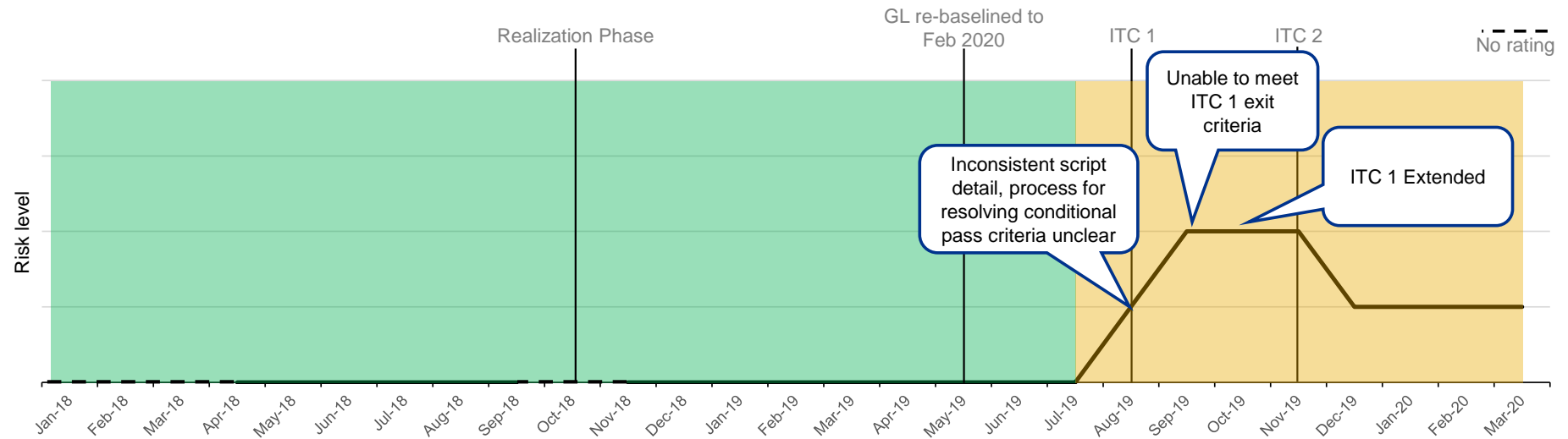
Project Management

Historic risk health (higher = greater risk)



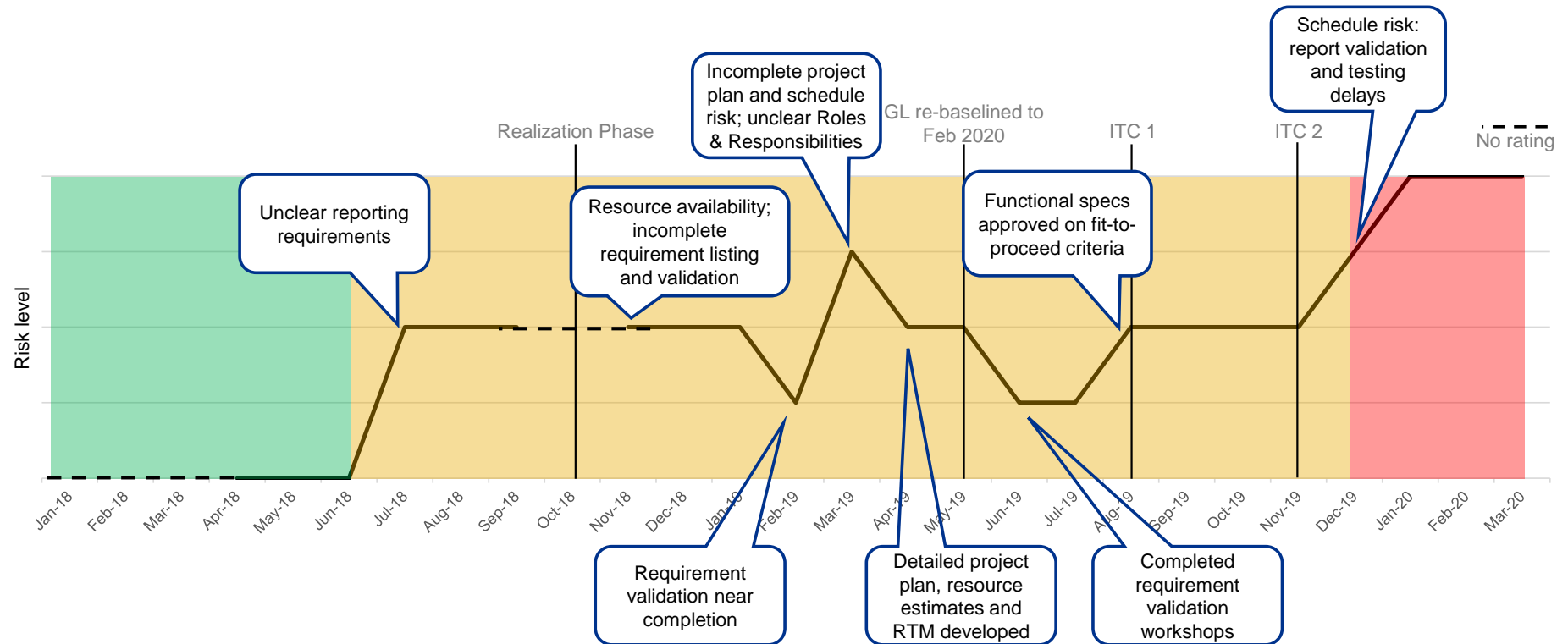
Functional Testing

Historic risk health (higher = greater risk)



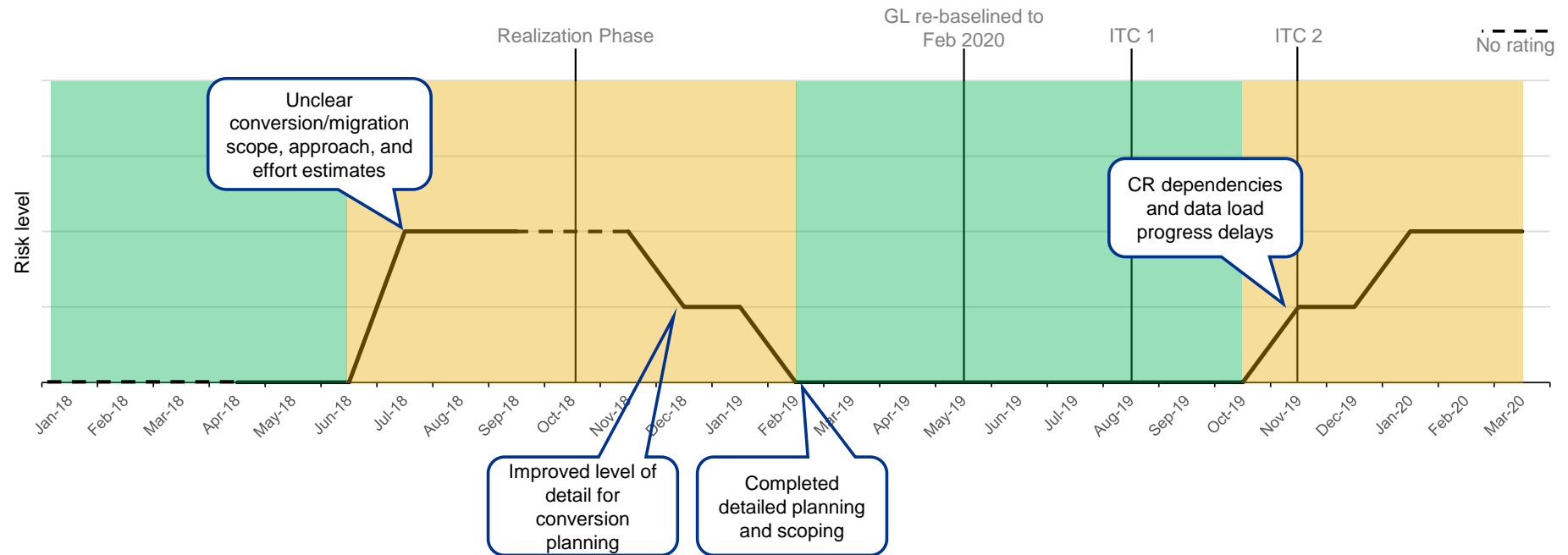
Reporting

Historic risk health (higher = greater risk)

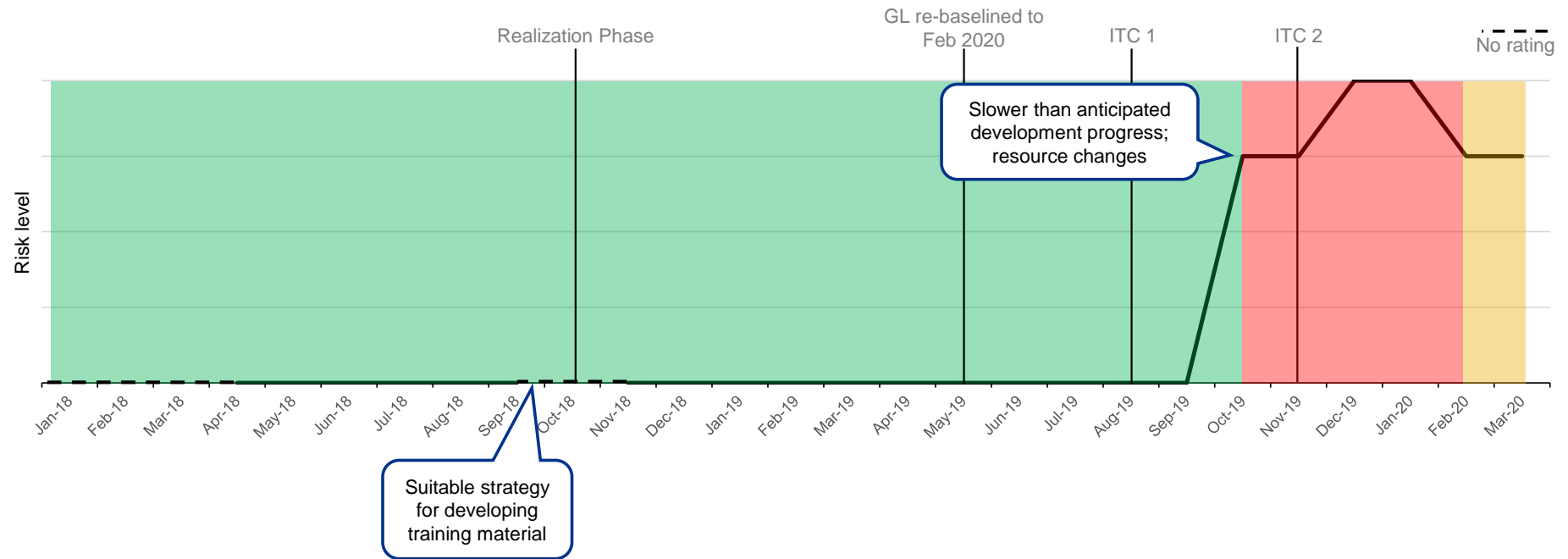


Data Management

Historic risk health (higher = greater risk)



Training



Appendix C

March 2020 Meeting Agendas

Meeting Agendas

Meeting`	Date	Attendees	Topics
Project Directors	Mar 12	Zaheer Shivji, Hugh Smith	Key messages from stream meetings, Project risk rating adjustments
Project Management Office	Mar 11	Steven Purvis, Ivette Rico	Project risks, ITC 2 execution, reporting risk, training content development and progress, hypercare and cutover plans, UAT approach
Project Integration Team Lead	Mar 10	Corey Lanovaz	ITC 2 execution, UAT prep, training, reporting, resource loading, role mapping
Purchasing & Contracts Team Leads	Mar 9	Olivier Garsault, Brian Wong	ITC 2 execution, UAT prep, training, reporting, resource loading, role mapping
Work Management Team Leads	Mar 9	Darin Thompson	ITC 2 execution, UAT prep, training, reporting, resource loading, role mapping
Inventory Management & Quality Team Lead and support	Mar 10	Darren Gebert , Mario Ortega	ITC 2 execution, UAT prep, training, reporting, resource loading, role mapping
Data Management Team Leads	Mar 11	Greg Turnbull, Tim Kikkert	ITC 2 data conversion progress, workflow CR dependencies, OA conversions, cutover and hypercare roles and responsibilities
Technology Team Leads	Mar 10	Sandeep Paul, Michel Maurivard	Technical CR development progress, documentation updating, hypercare
Reporting Team Leads	Mar 12	Wendy Cachero, Diego Mendez	Development status, resourcing concerns, testing plan, course catalogues development
Change Management Team Lead	Mar 10	Daniel Watt	Project risks relating to training, business engagement, BTP, etc.



Meeting Agendas

Meeting	Date	Attendees	Topics
Testing Lead	Mar 10	Jal Aeleti, Leonid Rachlin	ITC 2 execution (schedule, CR development, performance testing, security testing, reporting), UAT preparation, documentation of lessons learned
Training Leads	Mar 9	Souli Vohradsky, Daniel Watt	Course development progress, resource management, training schedule, reporting and data course development approach
Business Transition Planning Leads	Mar 12	Dulcie Smith, Scott Barbour	Documenting adoption decisions and benefit dependencies, cutover plan integration, Hypercare plan, roles and responsibilities
Security	Mar 9	Faye Nera	Role mapping processes, security access and position testing



Appendix D

Planned Assessment Activities

Planned Assessment Activities for Next Period

The planned quality assurance assessment for the period of March 20th to April 17th will include the following items. This list is not meant to be exhaustive or comprehensive.

Week of	Activities
March 30 th	<ul style="list-style-type: none"> • Review progress UAT execution, cutover preparation activities • Follow-up on role mapping, cutover plan, hypercare plan; BTP activities
April 6 th	<ul style="list-style-type: none"> • Interview Key Stakeholders (Work-stream Leads, Functional Leads, PMO, Project Directors) • Review status of Cutover simulations, UAT execution, CR resolution, reporting testing, and development of training materials
April 13 th	<ul style="list-style-type: none"> • Prepare Project Update to the Steering Committee



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BC Hydro Supply Chain Applications Project

Progress Report No. 2

Appendix B

Project Benefit Realization Plan Update

There are no changes in planned baselines, metrics, measures, and / or the tracking plan in this reporting period.

BC Hydro Supply Chain Applications Project

Progress Report No. 2

Appendix C

Risk Register

Appendix C

ID	Title	Created	Current Status	Risk Score	Impact	Likelihood	Risk Owner	Treatment Strategy	Risk Response/Mitigation
112	Impact of COVID 19 on training delivery and stabilization activities	2020-03-17 11:45	20. Qualified	15	3	5	Shivji, Zaheer	Treat (or Reduction)	Project is currently assessing training delivery options and reviewing hypercare approaches to determine how best to mitigate. Impact the timeline and cost in process.
113	Window to complete cut over tasks for Go Live	2020-03-17 14:29	30. Mitigation Strategy Defined	12	3	4	Rico, Ivette	Treat (or Reduction)	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.
114	Load of network activities and material components is really slow and may exceed the cutover weekend window	2020-03-30 9:28	30. Mitigation Strategy Defined	10	2	5	Rico, Ivette	Treat (or Reduction)	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 POs. 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.
115	SAP user validation impact on conversion objects	2020-04-01 17:34	30. Mitigation Strategy Defined	8	2	4	Rico, Ivette	Treat (or Reduction)	Continue testing to resolve specific issues and determine workarounds for remaining / unresolved items.
117	Risk that a significant portion of the project team or key individuals within the project team are infected with COVID-19	2020-04-28 10:58	30. Mitigation Strategy Defined	8	4	2	Shivji, Zaheer	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. 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	30. Mitigation Strategy Defined	6	2	3	Rico, Ivette	Treat (or Reduction)	To be reviewed as part of the results of planned system performance testing.
37	Performance issues SAP ECC-Transaction CJ20N	2018-05-11 9:00	30. Mitigation Strategy Defined	6	2	3	Gupta, Abhinav	Treat (or Reduction)	
67	Central Warehouse Renovation Project	2018-11-19 11:59	30. Mitigation Strategy Defined	6	3	2	Gebert, Darren	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 Ekholm bi-weekly to continue to monitor risk.
76	Change in BC Hydro external auditor could introduce additional testing or review requirements	2019-01-23 10:54	30. Mitigation Strategy Defined	6	2	3	Shivji, Zaheer	Tolerate (or Acceptance)	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.
84	Additional SAP ECC or Ariba 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 (Ariba vs. ECC Fiori). Use the outcome of this analysis to: - refine estimate of future document volumes and compare to benchmarks provided by Ariba 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.
101	Performance of conversion during cutover weekend	2019-06-21 14:07	30. Mitigation Strategy Defined	6	2	3	Hunter, Ross	Treat (or Reduction)	1. Data team completes initial loads in S07/SD7. 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 S07/SD7 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.
104	User interface for entering materials from Outline Agreement might not be acceptable for end users	2019-09-10 15:13	30. Mitigation Strategy Defined	6	2	3	Setiawan, Ben	Treat (or Reduction)	UAT completed successfully. To be addressed in training. Will continue to monitor in production to assess impact, if any.
105	Training materials not developed in time for initially planned training delivery dates	2019-09-25 15:19	30. Mitigation Strategy Defined	6	3	2	Hunter, Ross	Treat (or Reduction)	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. Given the dependency (timelines, testing, etc.), we'd recommend Ivette and Michel reach directly out to the project. The project is the MAM Project (PM: Peter Martens). <<Update: These applications are mission critical and used hourly. This will reflect negatively on the project image. That said, there is a work around to restart the application (although quite inconvenient)>>
106	Mobile Technology Infinite Load Issues	2019-11-05 10:49	30. Mitigation Strategy Defined	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.
107	Not all deliverables might be completed to Pass Gate 4	2019-11-27 17:09	30. Mitigation Strategy Defined	6	2	3	Purvis, Steven	Treat (or Reduction)	
20	Residual risk to "turn off" supply chain functions in PassPort.	2018-02-20 10:37	30. Mitigation Strategy Defined	4	2	2	Peachey, Tanya	Treat (or Reduction)	Regression testing completed successfully. An integrated project plan has been created by SI, Trinoor and BC Hydro sustainment team to ensure a comprehensive testing and conversion approach. Plans progressing on track. Continue to monitor.

Appendix C

ID	Title	Created	Current Status	Risk Score	Impact	Likelihood	Risk Owner	Treatment Strategy	Risk Response/Mitigation
26	Potential impact to union roles / job descriptions as a result of the project	2018-02-26 11:06	30. Mitigation Strategy Defined	4	2	2	Johnson, Valerie	Treat (or Reduction)	Updated impact assessment completed in Design Stage confirmed there is not likely to be any significant change to union roles or job descriptions as a result of the project. Will keep risk open and continue to monitor as impacts to specific roles continue to be detailed through Realization. Impacted roles will be reviewed as part of the Transition Planning effort via the Transition Planning Teams. HR representation will be on the teams to lead any effort to communicate with the union and make updates to Job Descriptions.
34	Level of continued support for scheduled and ad-hoc excel exports on SCA data in Passport & SAP	2018-05-01 9:30	30. Mitigation Strategy Defined	4	2	2	Setiawan, Ben	Terminate (or Avoidance)	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.
46	SCA Regression Testing not final testing cycle	2018-05-29 16:13	30. Mitigation Strategy Defined	4	2	2	Rico, Ivette	Treat (or Reduction)	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.
80	Residual risk - Fail to reclassify of "SAP Personnel Number" to become non private information may result in Partner Number on PO/OA transactions need to be masked.	2019-03-11 12:54	30. Mitigation Strategy Defined	4	2	2	Setiawan, Ben	Treat (or Reduction)	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.
82	Inefficient Partner Assignment if System Performance is Poor	2019-03-24 16:22	30. Mitigation Strategy Defined	4	2	2	Barnard, Tys	Treat (or Reduction)	Ensure system performance is enough to prevent bottlenecks such as this one.
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)	Will continue to monitor development of reporting specs and data model to minimize likelihood of missing key data elements from the reporting model. Deliverable RDS1 also added to provide additional understanding / review / sign-off of the BW data model.
111	Planning for business tasks at cutover is behind which may impact quality of cutover	2020-01-06 14:30	30. Mitigation Strategy Defined	4	2	2	Rico, Ivette	Treat (or Reduction)	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.
74	No Mass Upload Tool for Updating Material Group on Service Masters	2018-12-14 14:40	30. Mitigation Strategy Defined	3	1	3	Wong, Brian	Tolerate (or Acceptance)	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.
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)	Service masters and use in services will be determined in purchasing workshops, currently mitigating other service related risks through elevation and visibility.
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)	Activity focus on critical path activities leading towards Playback and Extend Design duration for 2 weeks to allow completion at current high intensity
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)	Risk has passed. RICEFWU scope confirmed.
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)	The mandate for the project is not to change existing BC Hydro reporting tools and strategy
66	IT sourcing award in June 2019 conflicts with SCA schedule	2018-11-06 17:18	40. Closed	15	3	5	Dixon, Kiernan	Tolerate (or Acceptance)	Kiernan, 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.
93	Technical build not completed before ITC1	2019-05-29 9:55	40. Closed	15	3	5	Hunter, Ross	Terminate (or Avoidance)	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 CRs and forecast which objects will be completed by Jul 19 and which will not be ready for Jul 29 (official start of ITC1)
98	Ariba Timeline	2019-05-29 17:24	40. Closed	15	3	5	Dixon, Kiernan	Treat (or Reduction)	Escalated to issue 75 as items not delivered per schedule.
13	Meaningful engagement of Business before Workshops	2018-02-05 13:39	40. Closed	12	3	4	Trask, Jon	Tolerate (or Acceptance)	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
21	SCW and SCA Scope	2018-02-20 11:56	40. Closed	12	3	4	Trask, Jon	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/Ariba. Specific workshops in scheduled in Cycle 2 to review and develop solution for how SCW Ariba and ECC interact.
22	Unifier and SCA Scope	2018-02-20 12:02	40. Closed	12	3	4	Trask, Jon	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)
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)	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 HP ALM is feasible and Plan C to stay on v11.x and not upgrade.
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)	The project will continue to monitor. Consider elevating one of the Business Solution Leads to take on some of the Business Lead role.
42	Resource Risk related to extended high work intensity	2018-05-17 23:36	40. Closed	12	4	3	Buehner, Carsten	Treat (or Reduction)	Extend Design duration further (1-2 weeks) to allow for some relief on intensity
60	PS Single Network Header Usage	2018-10-18 9:45	40. Closed	12	3	4	Jongeneel, Fred	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.
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)	Immediate next step is to assess the impact and come up with a mitigation strategy

ID	Title	Created	Current Status	Risk Score	Impact	Likelihood	Risk Owner	Treatment Strategy	Risk Response/Mitigation
68	Functional Team Resource Constraints for BW Reports	2018-11-21 16:31	40. Closed	12	3	4	Rico, Ivette	Tolerate (or Acceptance)	Ivette to determine.
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)	<p>Darren is scheduling meetings this week for MMQ to clarify requirements including finance for repair and refurbishment.</p> <p>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. T lines).</p> <p>Issue triggered (reference issue 80). Plan to be updated to accommodate delivery of reporting on later timeline.</p>
97	Reporting Timeline	2019-05-29 10:02	40. Closed	12	3	4	Hunter, Ross	Treat (or Reduction)	
108	Unstable Solution due to High Number of Ariba Issues	2019-11-27 22:55	40. Closed	12	3	4	Luna, Leonardo	Treat (or Reduction)	<p>PROPOSAL:</p> <p>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.</p> <p>2) Adjust our solution so that PO's that have gone critically wrong can exit the Ariba processes, so their processing can be completed as regular non-Ariba PO's. For example, by allowing Sustainment to add them to an exception table.</p>
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)	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.
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)	Discussion required
14	Quality Impact due to Agressive Schedule	2018-02-08 20:54	40. Closed	9	3	3	Luna, Leonardo	Tolerate (or Acceptance)	Risk has now passed. Schedule extended per Steering Committee approval (PLCN's 27, 28, and 29) to resolve resulting quality impacts of aggressive schedule.
23	Aggressive schedule of Design Stage	2018-02-22 10:45	40. Closed	9	3	3	Smith, Hugh (SAP PM)	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.
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)	TBD
32	Extent of Fiori (or similar) user interface ehancement required	2018-04-27 16:05	40. Closed	9	3	3	Gupta, Abhinav	Treat (or Reduction)	Develop approach to decide on appropriate user experience and decision approach with Working Group.
35	Lack of clarity / pre-socialiaization with Working Group on design approval process may slow approval timing	2018-05-04 9:10	40. Closed	9	3	3	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). 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.
45	Impact of the Passport mechanism for Average Unit Pricing calculation versus the SAP Moving Average Pricing	2018-05-22 11:57	40. Closed	9	3	3	Martell, Wayne	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.
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)	Risk has passed. Plan has been updated such that the Integration Manager will transition into the role of cutover lead.
51	Solutioning for IT will extend beyond Design for Telus TSR replacement project	2018-06-15 22:30	40. Closed	9	3	3	Luna, Leonardo	Treat (or Reduction)	Additional review sessions held with IT to confirm solution meets additional requirements. Risk has passed.
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)	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.
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)	<p>High level plan for developing a plan:</p> <ul style="list-style-type: none"> - 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] <p>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.</p>
70	Records Managements requirement might require more complex technical solution	2018-11-22 16:31	40. Closed	9	3	3	Rico, Ivette	Treat (or Reduction)	Will have a meeting with Records Management
79	The design of Purchasing solution in not clearly understood by different stakeholders involved	2019-03-06 10:02	40. Closed	9	3	3	Korsei, Maryna	Treat (or Reduction)	<p>1) Review of targeted areas of the design by Senior Procurement Manager (Rob Dodman) during March and April</p> <p>2) Design walk-through sessions with Rob Dodman, Linda Beardsell, Maryna, Zaheer and Purchasing team held on April 12, April 26 & May 3</p> <p>3) Review of Purc decisions at the Open design workshops with the broader SCA team</p> <p>4) Integrated L3 review sessions with the broader SCA team</p> <p>4) Involvement of the Business Lead, and external stakeholders (e.g. Linda) into the design or implementation issues as required.</p>

Appendix C

ID	Title	Created	Current Status	Risk Score	Impact	Likelihood	Risk Owner	Treatment Strategy	Risk Response/Mitigation
									<p>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 BCH 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.</p>
91	Overpayment due to Duplicate Service Entry Sheets	2019-05-28 23:30	40. Closed	9	3	3	Garsault, Olivier	Treat (or Reduction)	<p>SCA will support MRO target state (process and roles) with a set of solutions as outlined below.</p> <p>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:</p> <p>1) Field Store keeper will manage MRO materials for all BC Hydro organization, ordering from MRO Supplier directly as required:</p> <ul style="list-style-type: none"> to maintain a standard compliment 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. <p>2) Materials will be delivered by MRO supplier directly to the Field Store.</p> <p>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:</p> <p>1) Ordering :</p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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) <p>2) Receiving:</p> <ul style="list-style-type: none"> FS Keepers will perform a standard "PO receipt" process at Field Stores, upon deliveries performed
38	No Solution for MRO	2018-05-14 3:19	40. Closed	8	2	4	Yang, Robbin	Treat (or Reduction)	
39	Unexpected Project Costs from Implementation of Online Catalogues via Ariba	2018-05-14 3:31	40. Closed	8	2	4	Shivji, Zaheer	Treat (or Reduction)	Risk has passed. Use of Ariba confirmed and consistent with project budget.
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)	<p>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.</p> <p>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.</p>
78	Ariba-Advance Ship Notice enhancement needed if MMQ needs Deliveries to be Picking Relevant	2019-02-22 0:00	40. Closed	8	2	4	Gebert, Darren	Tolerate (or Acceptance)	<p>Response from SAP from 2019/Feb/22: This appears to only be needed for zero quantity ASN's, which are normally not used, so suggestion is to just flip it on if we do require picking in the future. We could then log an SAP incident if regular ASN's do not work.</p> <p>MMQ BSL is currently in conversation with the Proposal lead (Steve Quinn) and will be listed as optional attendee on all upcoming proposal review/assessment meetings.</p>
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
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)	Item identified will be addressed through Communications, Training, Key Actions and the Sustainment Plan.
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)	<p>Continued Knowledge Transfer</p> <p>Confirmed Course Outline and Delivery Approach</p> <p>Review the scope with Work Management.</p> <p>To mitigate this risk, we added one more week to UAT schedule (increased from 3 to 4 weeks)</p>
110	UAT timeline might need to be extended	2019-12-18 16:26	40. Closed	8	2	4	Rico, Ivette	Treat (or Reduction)	
9	Ability to identify and confirm Business SME's for planned Kick-Off	2018-01-29 18:56	40. Closed	6	2	3	Shivji, 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 Scope	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.
33	Timing risk of completing ITDSP 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)	<p>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.</p> <p>Monitor Unit Testing for meeting Q-Gate for Integration Testing, monitor Integration Testing so UAT is not impacted.</p>
40	Schedule and scope for UAT and Regression	2018-05-17 9:36	40. Closed	6	2	3	Charbonneau, Kim	Treat (or Reduction)	
47	RICEFW Tracker usage (KPMG item May 18, 2018)	2018-06-01 14:48	40. Closed	6	2	3	Schellekens, Harold	Treat (or Reduction)	Risk has passed per KPMG Design Review Report.

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48	Proper disposition / documentation of items within Fit / Gap log (KPMG item May 18, 2018)	2018-06-01 14:52	40. Closed	6	2	3	Yang, Robbin	Treat (or Reduction)	The Fit/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 KPI tracked key activity. Risk has passed per KPMG Design Review Report.
50	Potential conflict on QM configuration/design for meters (devices) between SCA and Meter Tracking (MTS) projects during realization phase	2018-06-13 18:27	40. Closed	6	2	3	Rico, Ivette	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.
61	QM Key User Availability during Realization Phase	2018-10-22 14:30	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).
63	Capacity of Business Solution Leads	2018-10-25 12:17	40. Closed	6	2	3	Shivji, Zaheer	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
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)	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).
71	Additional BW net new requirements, could introduce additional scope for custom development	2018-11-22 17:26	40. Closed	6	2	3	Brandes, Michael	Treat (or Reduction)	PWC will confirm the requirements by end of RM2
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)	Proposed mitigation would be to get all specs. for RM2 approved by Dec. 14th - this is the last date for the tech team to have all RM2 specs approved with CRs
83	Transmission Line workflow will not operate correctly if business does not agree to change some current practices	2019-03-25 14:15	40. Closed	6	2	3	Martell, Wayne	Treat (or Reduction)	Summarize the changes that T-Lines would need to make to its current practices and present to business stakeholder (Bill Earis). 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.
85	Loss of knowledge continuity due to illness of Finance Lead	2019-03-27 13:25	40. Closed	6	2	3	Shivji, Zaheer	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
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)	Risk has materially passed. Project continues to work to updated timeline for completing ITC1 activities. Identified defects being resolved based on priority. While some process / design items logged, no significant design gaps were identified.
96	Quality Issues (incl. design) may show up in ITC1	2019-05-29 10:00	40. Closed	6	3	2	Hunter, Ross	Treat (or Reduction)	Risk has passed. Reviewed proposed detailed design with key stakeholders and confirmed that approach is acceptable. CR 176 logged to track addition of new auth objects to control table.
99	Inability to sufficiently restrict access to Supply Chain data in BW	2019-05-31 10:18	40. Closed	6	3	2	Shivji, Zaheer	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)	Work completed to set up WIFI printers. Risk has passed.
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)	Confirm the status and pending outcomes with Leadership.
10	BCH Work Management Business Lead not committed full time yet	2018-01-29 19:00	40. Closed	4	2	2	Shivji, Zaheer	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 is process extends beyond six months. Residual risk now past as the commission has issued its decision on the Implementation Phase funding.
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)	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.
18	Other Project Risk: Operations Integration Program	2018-02-19 22:49	40. Closed	4	2	2	Smith, Hugh (SAP PM)	Treat (or Reduction)	

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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)	Regular communications between CLRA and SCA projects. Interim SCA Tech PM to move to managing the CLRA VMS project. Sustainment specialist working part time on both projects to ensure alignment of design and timing.
31	Access to historic PDW for Supply Chain Reports	2018-04-25 9:53	40. Closed	4	2	2	Setiawan, Ben	Terminate (or Avoidance)	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 PassPort system utilized for supply chain historical data access.
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)	Risk has materially passed. Tania Cernezel has been assigned to complete design process. Will continue to monitor for initial months of Realization.
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)	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. Risk materially passed. Tania Cernezel assigned to complete this activity. Will continue to monitor through early Realization phase.
54	Time in design to fully work through integrated process designs (KPMG item June 15)	2018-06-22 9:17	40. Closed	4	2	2	Peachey, Tanya	Treat (or Reduction)	<ul style="list-style-type: none"> 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 (RDD) are noted in the swim lanes, RICEFWU 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 closure sessions. Team feels key touch points have been reviewed and further sessions in advance of integration testing are not required. <ul style="list-style-type: none"> 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.
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)	Close follow up on decision making and MDRS Documentaiton
62	Demand Management / MRP Consultant is required	2018-10-23 18:35	40. Closed	4	2	2	Brandes, Michael	Treat (or Reduction)	Currently MRP / Demand Management Activities and Master Data has been split among different members of the teams in order to perform baseline configuration.
73	Data team resource plan may be insufficient towards the end of the project risking quality and schedule	2018-12-13 8:26	40. Closed	4	2	2	Brandes, Michael	Tolerate (or Acceptance)	No immediate action will be taken to mitigate this risk. Risk will be re-evaluated closer to ITC1 when the resourcing of the Data team is expected to change.
87	SCA project depends on HR mini master for contractors being loaded through system	2019-04-16 11:42	40. Closed	4	2	2	Setiawan, Ben	Tolerate (or Acceptance)	Monitor.
36	BW loads taken 10 to 12 hour today. 60% additional load is coming because of SCA	2018-05-10 9:42	40. Closed	3	1	3	Cachero, Wendy	Treat (or Reduction)	To be tested through system performance testing per current plan and resolved as required.
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)	Assign Access to SAP Sandbox for Functional Consultants within 5 Days.
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)	Risk has passed. Training delivery plans being reworked to accommodate need to deliver remotely. Timelines to be adjusted accordingly.
16	Scope Risk related to potential increase of Ariba use with impact on Unifier and SC Workspace (closed as duplicate)	2018-02-16 9:06	70. Cancelled	12	4	3	Schellekens, Harold	Terminate (or Avoidance)	Duplicate. Risk cancelled.
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
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)	Mitigations overlap with risk 52 and 53 (which are more immediate). Will cancel this risk and track through those items. The Purchasing and Contracts Team, Data Team and the various Business Teams(SME's) have to develop: <ul style="list-style-type: none"> - 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
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.

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Appendix D

Project Schedule

Supply Chain Applications Project - Project Stages and Major Milestones

Baseline Implementation Phase Plan

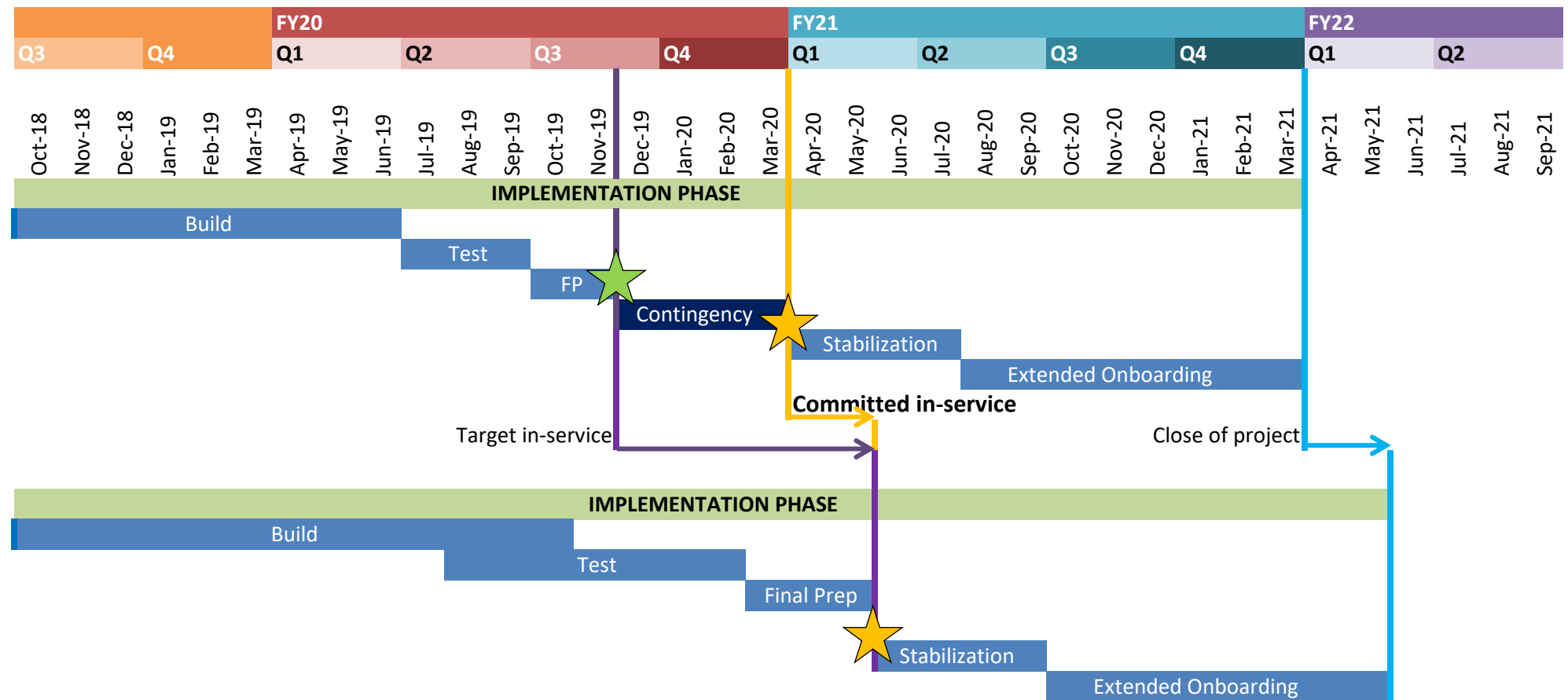
IMPLEMENTATION PHASE

- 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



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Appendix E

System Integrator Additional Information

PUBLIC

REDACTED

REDACTED

REDACTED