Appendix G – Northstar Operating Assumptions
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General
- BC Hydro will continue to operate its own Customer Information and Billing system until the new Northstar CIS is implemented.
- The new Northstar CIS will be required to bill for electric consumption and other non-commodity products for electric customers only.
- The new Northstar CIS will be designed to support a variety of business structures, but will initially be implemented to support the current BC Hydro business structure.
- The CIS solution will be based on SAP CCS version 4.64 and there are no plans to upgrade the version during the Implementation Phase.
- The new Northstar CIS will be implemented as close to the “vanilla” (i.e., as delivered) SAP CCS v4.64 product as possible.
- Cutover, or go live, is assumed to occur in late December 2003.
- Business requirements will continue to evolve during this project. However all changes, once project scope and budget are approved in Blueprint Confirmation (August 31, 2002), will be funded outside this Business Case.
- Moved to out of scope. The Field Service Order System (FSOS) will be decommissioned prior to, or at the same time, as the current CIS. Functionality supported by FSOS will be provided mainly by the new “Portal” system with some functionality being provided by the new Northstar CIS. Specific details will be worked out and system requirements defined during the design phases of both projects.
- The project budget includes provision for back-fill of full or part-time resources for project staff only.
- The project will pay for project-related training (e.g., SAP ABAP training) for BC Hydro only. Accenture, Westech and NCS are responsible for the costs associated with their team members.
- For the full-time BC Hydro resources, Northstar will pay for salary increases, ‘Y’ days, annual vacation and benefits.
- The development Service Level Agreements (SLA) between Customer Services, operator of the Northstar SAP solution, and any third party will be developed and managed by business representatives outside the project jurisdiction.
- Scalability of the SAP CCS infrastructure ensures that the technology solution will be able to support BC Hydro’s core customer service business well into the foreseeable future. The selected infrastructure will not restrict the support of a multi-company or multi-service configuration. The current infrastructure sizing takes into account the current BC Hydro’s business requirements.
- CIS Decommissioning – the legacy CIS will be decommissioned to the point of running it in Read only mode. The legacy system will be needed by the business until
in RO mode for up to a year after SAP CCS goes live. When the legacy system is no longer needed, the business unit will have to plan for the decommissioning of the system completely as a separate project.

- FSO must be decommissioned with the initial implementation of SAP, as the system cannot exist without the legacy CIS. Service order scheduling, dispatching, permit management and contract management functionality, currently performed in FSO, will be supported by the Passport Portal project (scheduled to go live in Q2 2003). SAP CCS will support issuance and completion of customer-facing service orders, which is reflective of industry best practices. This change is under negotiations between the two projects and any changes to Northstar interface requirements or functional requirements will be approved via the change request process.

- Current project locations include Edmonds OC2-209, OC2-213, OC2-214, OC2-219. Mobilization of the project to a different location is out of scope.

- Proposed changes to existing or new systems that are not currently in production and would impact the new Northstar CIS will be agreed between both projects in advance. Costs for these activities are out of scope and will be handled via the Northstar Change Control process.

**Process**

- The new Northstar CIS Process Model assumes only existing CIS processes will be addressed in the first release, i.e., the current scope of this project. Processes that could be used in the future have been identified and marked as ‘Future’, and will be addressed in future releases.

- The new Northstar CIS Process Model only addresses those processes that in some way require direct interaction with the CIS system. Processes and steps that are performed from other systems have not been included and are assumed out of scope.

- Any changes to the complexity of the business processes or the addition of newly identified business processes will be handled through the Change Control process.

- Dollar estimation will not be used, rather a reading estimation (standard SAP) will occur.

- Existing low volume manual processes will remain manual processes in SAP.

- A non-energy invoice is not required from the new Northstar CIS in the current release, as all non-standard specific charges will be handled and invoiced through PeopleSoft (note this may change if a change request is raised in the next phase).

- PeopleSoft will be responsible for the billing of non-energy charges not currently handled by CIS.

- Standard non-energy charges currently billed in CIS will continue to be billed in the new Northstar CIS system.

- BCC and BCQ systems representing the payment funnel will not be replaced.

**Technology & Infrastructure**
• NCS operators will join the project without backfill and continue to charge their home cost center.

• The new Northstar CIS will re-use the mainframe printing capabilities currently provided, e.g., CSF, printers, etc.

• Data Archiving – Northstar will ensure backup and restore of the entire system, and will provide procedures to purge high-volume non-essential data (e.g. data that will not compromise any reporting or on-line query capability from the system (help manage disk storage usage). Full data archiving and retrieval capability however is outside Northstar’s scope.

• The technology team is not responsible for the support of the EAI infrastructure. It is assumed that the OCIO will play this key role.

• Bill Format and Print - The present system for bill format and print on the mainframe will be used. The high-speed printers and any other hardware or software required for bill printing after the generation of the flat file in SAP is out of scope.

• The project will not provide the additional hardware and/or infrastructure equipment necessary to implement a site failure recovery strategy. The Technology Strategy addresses the back-up and recovery facilities.

• Network traffic estimates have confirmed that BC Hydro’s existing LAN and WAN infrastructure is sufficient to handle the incremental data communication caused by SAP CCS. Upgrade or changes in the network infrastructure will be handled through the project change request process and draw on contingency if necessary. If the infrastructure proves to be insufficient for CCS, Northstar will assess the upgrade requirements and escalate if necessary for approval via the Change Request process to be funded by the project contingency.

Developments, including Interfaces

• Changes in business requirements within in-scope developments that are identified after the blueprint phase are considered out-of-scope. These changes must flow through the change control process to assess impacts to the development and other teams. Any existing interface or other entity which the team missed during Blueprint and Blueprint Confirmation, will be assessed by the project team and escalated if necessary for approval via the Change Request process to be funded by the project contingency.

• Unless otherwise indicated (e.g. EAI), all interfaces are assumed to operate in the same manner as today, including file formats, platforms, and communication protocols.

• SeeBeyond, BC Hydro’s corporate Enterprise Application Integration (EAI) tool, will be used for a subset of the Northstar SAP CCS interfaces. Specific criteria will be developed and jointly agreed with the BC Hydro Common Interface team.

• Northstar will be able to leverage the experience, tools, and common EAI infrastructure built to date. This includes templates, design/development standards,
and hardware/software environment and support resources. These tools and resources will be provided at no cost to Northstar.

- Field service orders will be created in SAP but dispatching and costing will occur in other systems, e.g., WMS/Passport. A combination of manual and automated interfaces will exist between the new Northstar CIS and WMS/Passport.

- The new Northstar CIS will contain all devices in inventory (via interface from EMRS), but EMRS will continue to be the system of record (i.e., responsible) for the maintenance of the inventory, procurement, retirement, certification, etc. of all devices.

- Atlas will continue to handle all external credit issues, e.g., interaction with collection agencies.

- BC Hydro will utilize the complaint management functionality in SAP and eliminate the current complaint management system.

- CCS will interface with the ARCs and MRMS solution that was implemented in mid 2002.

- SYMCOR will continue to handle the processing of payments.

- EIGEN will continue to process Credit Cards and pre-authorized payments.

- Outages will be reported through the new Northstar CIS, but the outage management functionality (e.g., network location, problem identification, resource management of skills and equipment, dispatching, etc.) will remain within PowerOn.

- Power On Trouble calls for all areas will now be all processed through PowerOn.

**Technical Development**

- All user id's, authorizations and developer keys will be created for the technical development team. The technology team will inform the development team of the application of any OSS notes, upgrades and hot packs.

- The developments are dependent upon the configuration and customizing of their associated processes and sub-processes. The development schedule will be structured to account for configuration dependencies.

- The SAP CCS interface development is dependent upon the completion of any required code changes/modifications to the connecting 3rd party systems. The Northstar development team will work closely with the 3rd party developers to define and document all required modifications to the 3rd party systems.

- The SAP CCS interface development is dependent upon the creation and connectivity to the SeeBeyond EAI infrastructure. The development team is assuming that the EAI infrastructure and all required SAP connectors are set up prior to the implementation. The CCS Northstar Project will ensure that all outstanding SAP 'Hot Packs' and AOP (Add On Patches) will be applied to the solution (up to the integration test freeze date).

**Business Integration**
• Several of our sponsors have changed since December 2001. We expect to receive full support from our new sponsors throughout the life of the project.

• No significant organization design/consolidation is in scope for this project. The organizational alignment activities are limited to role/responsibility alignment and sizing the number of positions required in specific functional areas.

• No changes to reporting relationships or management processes are included in the scope of the project.

• A limited number of jobs outside of Customer Services will be impacted. We have assumed that these jobs will be expected to use CCS, but that there will not be a shift in responsibility.

• Direct customer communication will be handled by the current group/individuals.

• External communication requests will be handled by the Corporate Communications.

• Business Policy changes will be developed by the business and coordinated by the Business Integration Team.

Learning

• There is no apparent or well-defined overall learning or training strategy in Customer Services. If a strategy is defined during the project, the Learning team will strive to align to the overall strategy as much as possible without severely affecting project timelines, resourcing, and deliverables.

• The learning and performance support effort will be complimented by the delivery of effective communication, the change network, and sponsorship by the Business Integration Team and Customer Services Management Team.

• Users have the necessary prerequisite skills and knowledge (computer orientation, non-CIS application skills, and BC Hydro knowledge) to perform their current jobs and will not be trained in these areas during CCS Learning. This includes BC Hydro policies and procedures and computer applications, such as Microsoft Office and Email.

• Northstar will develop Learning materials to transition users from the existing CIS to CCS, this will incorporate information on process and system changes. While re-usability will be a key objective the materials. The Northstar materials will be inputs to the 6 week induction training, however they will not be designed for new employees and will not replace the current 6-week induction training.

• Any staff who is newly recruited to related business areas will receive the necessary training and coaching in their new roles prior to receiving CCS training.

• Temporary and/or retired employees will backfill Customer Services up to the Go Live date while employees are trained. Backfill, temporary, and retired employees may need to be trained in the current CIS system. The project has budgeted for 30 resources for 4 months at a group 6 level.

• CSMT members (or representatives from the business) will be responsible for the documentation of changes to impacted policies and business rules and the creation of
new forms within their business unit. These changes will be incorporated into the performance support tool and learning activities if received prior to the Learning Pilot.

- Existing Call Centre training facilities in Edmonds, Vernon, Prince George, and Nanaimo will be used to deliver learning. Additional facilities and equipment will be required to deliver learning prior to go-live. Participants from other locations (e.g. CCS offices, meter readers, etc.) will travel to the closest training facility in order to receive training.

- Maximum capacity of existing Call Centre training rooms are 16 users per course at Edmonds and 8 users per course at Vernon, Prince George, and Nanaimo respectively (due to infrastructure and room capabilities).

- Learning will be conducted during normal working hours. Any negotiations regarding overtime will be the responsibility of the business and will be agreed upon in advance.

- The business will fully sponsor learning activities and integrate learning requirements into individuals’ work schedules as required.

- The Learning team will work with the Technology team to define User Profiles. The Technology team will be responsible for the creation and maintenance of User Profiles.

- Learning Delivery will require a large number of resources to deliver training in multiple locations and multiple business units. Suitable business resources will be seconded to deliver classroom training. This will help to create skilled users within the business.

- Following go-live the responsibility for all Learning and performance support activities will be formally handed over to the responsible business units; this includes the delivery of all Refresher training.