Appendix H - Organizational Impacts
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Organizational Impact
Project:  Customer Information System
1. ORGANIZATIONAL IMPACT

INTRODUCTION

The Change Management portion of the SAP CIS project will form an integral part of the overall solution. As such, it takes a holistic approach to the organizational impact arising from the implementation of a new system and new business processes in an established environment. The Change Management portion will include the following five segments:

1. Organizational Change: this includes an organizational impact assessment, which analyses the business change events. These are defined as planned actions resulting in a change to the way Customer Services and other Business Units perform their business. The other aspect covered in this area is organizational alignment, which ensures that jobs are aligned with the environment so that people are working on the right things, the right way.

2. Communication and Involvement Strategy: the strategy seeks to generate three types of communication: awareness, involvement and education activities. Awareness activities will assist in convincing employees of the need for this project by explaining the business rationale and benefits of the proposed efforts. Involvement activities will encourage leaders and employees alike to take ownership of the change. And finally, education activities will facilitate the implementation of change, when formal training is not required.

3. Sponsorship: this is a key element to the successful conclusion of the SAP CIS project, as change will not create sustainable business benefits over time without effective sponsorship. Sponsorship and leadership activities are planned to support employees as they transition to a new way of doing business, using SAP.

4. Training: please see following page for details.

5. Transition Plan: this involves the planning of employee activities during the transition to the new CIS solution.

INTERNAL IMPACT

There will be a significant impact to Customer Services staff (Call Centres, Billing, Credit and Collections and Community Customer Services). Other internal stakeholders will include Marketing and Sales, and Transmission and Distributions’ Customer Projects and Installations group.

The change management and training stream of the project will manage change issues concerning employees and their duties.

EXTERNAL IMPACT

The major external stakeholders identified by the project teams are BC Hydro’s customers. The Office and Professional Employees International Union (OPEIU) is also a key stakeholder.

As a project principle, customer impact will be constrained to a minimum. Customer impact will be assessed and the right mechanism to communicate with the customer will be employed.
Partnering with the union throughout the project will be critical to the success of the project and in implementing organizational changes. Involvement will likely be concentrated in the Organizational Alignment, Organizational Impact, and Core Solution work. The union will be involved at the earliest possible time in order to reduce the impacts of the project and will be invited to self-select the level and frequency of their involvement.

Overall, the project does not expect a major impact to external stakeholders.

**Training Requirements**

Customer Services within BC Hydro puts an emphasis on learning. The training strategy strives to enhance learning by building on current training methods and evolving them into a goal-based learning environment. This will allow traditional classroom instructors to become coaches who teach users the business context in which SAP transactions will be performed and the tools available to support them. This shift in training will promote learning as a continuous process.

Training will be provided to primary, secondary, and casual users based upon their need and usage of CIS. Training will take on a holistic approach where educating users will encompass teaching users the new application, the business processes, and the business context in which the system will be used. Users will be trained using various methods in order to achieve the goal of 'speed to proficiency' where they will be able to perform independently minimising the time required away from their jobs.

**Support Requirements**

Existing support structure/staff for Training, the Help Desk, CIS Systems, and Computer Operations will be re-trained and utilised for the project.

To further support users, a central repository for documentation will be built for Customer Services. This repository will provide the first "port of call" for information relating to business processes, policies, procedures, application help, and relevant information from other business areas, such as Marketing & Sales, which Customer Services needs to run their business. During the training process, users will practice using SAP and the performance support tools at their own pace while coaches are in the room assisting users on a one-on-one basis. This setting promotes end users to be actively involved in their own learning process.