Appendix M – Project Management Team: Roles & Responsibilities
APPENDIX M - ROLES & RESPONSIBILITIES

This section defines the various committees and individual roles performed by Northstar.

Executive Sponsors (Meet Monthly)
  Senior Vice President Distribution
  Executive Vice President Finance and Chief Financial Officer

Role Description - Decision Making
- Executive Sponsor and Champion representing Chair and CEO;
- Demonstrates BC Hydro’s executive commitment through active participation in the project;
- Approves the project business case and CAR;
- Approves the Business Benefit Realization Plan;
- Appoints Steering Committee and Operational Sponsors;
- Keeps informed of project progress (review progress against budget and key milestones, accomplishments, and key issues). Receives biweekly written reports and meet monthly;
- Communicates project status to Chair, Chair’s Committee and Board of Directors;
- Provides final issue resolution (e.g. Approves out of scope items that are escalated by Operating Sponsors see issue resolution process);
- Monitors governance structure (e.g. possibly modifies or appoints additional representatives based on the outcome of the RFEI negotiations).

Operational Sponsors (Meet Weekly)
  Manager Business Knowledge and Information
  Chief Information Officer
  Vice President Customer Service

Reports to: Executive Sponsors
Role Description - Decision Making

Common Responsibilities
- Demonstrates BC Hydro’s senior management commitment through active participation in project-wide activities;
- Participates in weekly review and approval process of project budget, milestones, deliverables, change requests, risks and issues with Project Manager;
- Approves all change requests (including requests which draw on project contingency);
- Manages sponsorship and issue resolution with key stakeholders (CSMT, Office of the CIO, and Distribution);
- Approves biweekly written progress reports for Executive Sponsors and sponsors;
- Manages SAP commercial relationship (software);
- Provides oversight and approval of non-labour project costs (such as software, hardware and facilities);
- Provides oversight and approval on BC Hydro labour concerns (such as staffing, reward/incentive programmes, etc.);
- Defines and assesses measurements of project success;
- Identifies BC Hydro issues that may impact the project and communicates them to the Project Manager;
- Reviews bimonthly Quality Assurance Reports (both IT and Finance);
- Approves project charter, timelines, work plans, and strategies;
- moved to Owners’ Rep Individual Accountability;
- Makes policy decisions that may change BCH project governance, project scope or allocation of project funding;
- Resolves escalated project issues (see issue resolution process);
- Approves project completion report including evidence of acceptance of each completion criteria and the minimum deliverables list.

Note: this moved to Owner’s Rep and Customer Services Rep individual responsibilities. Approvals and issue resolution require all sponsors support. If consensus cannot be reached the issue is escalated to the Executive Sponsors.

In addition to the common operating sponsorship responsibilities each member has individual accountabilities, that are outlined below:

**BC Hydro Owner’s Representative**
- Chairs the Steering Committee Meetings and Operating Sponsor Meetings;
- Reviews the biweekly Executive Summary Progress Report with Executive Sponsors and submits report to sponsors;
- Approves and monitors Northstar budget, approvals all financial documents and work orders.
- Recommends approval of benefit realization report to Senior Vice President of Distribution, after Customer Services approves and ensures the desired business results are delivered on time and on budget.

- Approves system functionality and quality from a system owner’s perspective and ensures the solution is capable of supporting BC Hydro and Distribution’s business strategies.

**BC Hydro Chief Information Office Rep**

- Ensures the solution meets the acceptable level of BC Hydro IT standards through the application of OCIO policies, guidelines, architecture, methodologies, standards and architecture, and other IT industry common practices.

- Ensures EAI issues related to Northstar are resolved.

**Customer Services and Shared Services Representative**

- Ensures the solution meets Customer Services’ and our clients business needs (e.g. Customer Services is able to deliver on appropriate Service Level Agreements);
- Ensures the solution is capable of supporting Shared Services/potential Newco’s business strategies;
- Approves Customer Services’ related benefits in the benefit realization plan ;
- Monitors and assesses impact of the Northstar implementation on Customer Services and proactively identifies operational issues that may impact the project;
- Develops and signs-off on Customer Services Implementation Strategy and impacts (e.g. proactive customer communications plan).

**Steering Committee (Meet Monthly)**

Chairs- Operational Sponsors-
Executive Sponsors -
CIS Project Manager- (Accenture Partner)
Westech -
PowerSmart, NCS

**Role Description- Recommending**

- Project champions;
- Demonstrates BC Hydro’s senior management commitment through active participation in the project;
• Reviews and monitors project progress (review progress against budget and key milestones, accomplishments, and key issues) monthly;
• Reviews bimonthly Quality Assurance Reports (Distribution, IT and Finance);
• Removes obstacles to meeting critical success factors (e.g. solicits appropriate resources from business unit for the project);
• Creates the environment and management process for cultural change;
• Recommends Executive or Operational Sponsors investigate issues.

**Quality Assurance Managers (Meet Monthly)**

IT -
Audit -
Finance – TBD

Accenture –

*Reports to Operational Sponsors*
*Role Description - Advisory*

• Establishes and enforces quality assurance standards;
• Monitors methodology for quality assurance reviews;
• Completes bimonthly Quality Assurance Reviews (written) and report findings to Project Manager, Operational Sponsors and Steering Committee;
• Determines whether action is required to address quality or integrity issues;
• Ensures the team and project results and activities meet applicable quality standards;
• Participates in Project Management Team Meetings as appropriate.
• Distribution rep also:
  • Ensures functionality and capability of developing system has the capability to support Hydro and Distribution Strategies;
  • Reviews system functionality and quality from a system owner’s perspective;

**Customer Services Management Team (Meet Weekly) via**

• Project Champions;
• Works with Business Integration Managers, to ensure the CIS solution meets Customer Services’ and our clients’ business needs (e.g. are able to deliver on Service Level Agreements);
• Participates in the selection of project resources and signs-off on resources at pre-defined milestone dates;
• Resolves all issues within 1 week of escalation (or as mutually agreed);
- Participates in NS Breakfast Briefings;
- Signs-off on CS-related benefits realization plan by Dec 31st 2002;
- Monitors and assess impact of the CIS implementation on Customer Services and proactively identifies operational issues that may impact the project;
- Provides necessary Customer Service resources as required by the resource plan;
- Actively participates in project-wide activities;

**Project Manager**

*Reports to: Operational Sponsors*

*Role Description*

- Overall responsibility for successful delivery of the project;
- Ensures the project objectives are achieved;
- Provides overall leadership and direction to project team;
- Reviews and monitors project progress - milestones and budgets and report to Operational Sponsors;
- Determines all project timelines, work plans, budgets and strategies;
- Resolves project issues and as required escalates issues;
- Resolves issues and concerns raised in weekly status meetings with Operational Sponsors;
- Develops bi-monthly project ‘briefings’ for CEO Larry Bell;
- Ensures quality issues are addressed as raised in monthly meetings with Quality Assurance members;
- Coordinates staffing for Accenture, SAP, Westech, NCS and BC Hydro (with their respective resource managers);
- Develops quality principles for managing the project; establishes procedures for conducting periodic quality reviews;
- Identifies risks and mitigation approaches;