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July 30, 2012

British Columbia Utilities Commission
6th Floor, 900 Howe Street
Vancouver, BC V6Z 2N3

Regulatory Affairs Correspondence
Email: gas.regulatory.affairs@fortisbc.com

Attention: Ms. Erica M. Hamilton, Commission Secretary

Dear Ms. Hamilton:

Re: FortisBC Energy Inc. ("FEI") Certificate of Public Convenience and Necessity ("CPCN") for the Customer Care Enhancement Project ("the Project")

British Columbia Utilities Commission (the "Commission") Order No. C-1-10 dated February 26, 2010 – Compliance Filing

Quarterly Progress and Customer Service Operations Report for the period ending June 30, 2012

On February 26, 2010, the Commission issued Order No. C-1-10 granting a CPCN for the Project. Paragraph 3(i) of Order C-1-10 directed FEI to:

- (i) file Quarterly Progress Reports on the Project with the Commission including planned versus actual schedule, planned versus actual costs, and identification of any variances or difficulties the Project may be encountering and any other items as determined necessary by Commission staff. The Quarterly Progress Reports are to be filed within 30 days of the end of each reporting period. A Final Report is to be filed within six months of completion of the Project;*

Further, as per Order No. G-46-10, paragraph 2, FEI was directed to file the deferral account transactions as a confidential Appendix to the Quarterly Progress Reports. Since the foreign exchange forward contract hedge and related deferral account transactions were completed in April 2012, FEI will no longer be providing updates on the deferral account. The ending balance of the mark to market and related deferral account is zero on the deferral account transactions.

If you require further information or have any questions regarding this submission, please contact the undersigned.

Yours very truly,

FORTISBC ENERGY INC.

Original signed by: Shawn Hill

For: Diane Roy

Attachments



FortisBC Energy Inc.

**Customer Care Enhancement Project
and Customer Service Operations
Quarterly Progress Report**

For the Period April 1 to June 30, 2012

**Compliance Filing in Accordance with
Commission Order C-1-10**

**Submitted to the
BRITISH COLUMBIA UTILITIES COMMISSION**

July 30, 2012

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1 EXECUTIVE SUMMARY

This Quarterly Progress Report (the “Progress Report”) for the Customer Care Enhancement (“CCE”) Project (the “Project”) is the ninth Progress Report filed for the Project, and covers the quarter ending June 30, 2012. Additionally, this report provides an overview of the progress of the Customer Service operations. As the Project activities have been completed, focus has shifted from stabilization to further development of the new Customer Service operations. FortisBC Energy Inc. (“FEI”) will continue to file Quarterly Reports through the end of 2013 that will progressively focus on the operational activities and overall service delivery performance.

The second quarter was focused on stabilizing operations and refining processes and systems. The Stabilization Phase of the Project was completed as planned by the end of May, succeeding in system stabilization activities, coaching, training and support of the new staff. Both the new business and the system application are performing as expected and with no unplanned outages to date. The resolution of system and process defects have gone well.

Customer Service operations showed promising performance in the second quarter, with focus on providing quality service to our customers. During this period, the Contact Centre continued to focus on meeting service quality targets and accuracy and timeliness in processing customer requests and saw positive trending in customer satisfaction. The Billing Operations area continues to trend favorably, achieving stability in work volumes and improvement in resolution times.

The Billing Index has continued to be well under target, meeting or exceeding all targets for accuracy, timeliness and completion. The number of bills impacted by production issues dropped significantly in the second quarter due to the increased stability in the new system application.

Over the next period, the focus will continue to be on improving quality and operational efficiency, and meeting service quality targets.

From a budgetary perspective, the total Project spend is approximately \$110 million including AFUDC. This amount is lower than the approved budget of \$115 million. The key indicators of this favourable variance are that there have been no significant setbacks in the execution of daily operations, no unplanned outages to date and the promising results of system functionality and performance. Furthermore, the operating costs continue to trend favorably under budget. The actual 2011 Project spend and the forecast total Project spend of \$110 million has been reflected in the FortisBC Energy Utilities’ 2012 and 2013 delivery rates in compliance with Commission Order No. G-44-12.

2 REPORTING DIRECTIVES

This report is the Quarterly Progress Report for the CCE Project CPCN, granted by the British Columbia Utilities Commission (the “Commission”) Order No. C-1-10. This Progress Report is submitted in compliance with the directives of Order No. C-1-10. Specifically, FEI was directed in paragraph 2(i) to:

“file Quarterly Progress Reports on the Project with the Commission including planned versus actual schedule, planned versus actual costs, and identification of any variances or difficulties the Project may be encountering and any other items as determined necessary by Commission staff. The Quarterly Progress Reports are to be filed within 30 days of the end of each reporting period. A Final Report is to be filed within six months of completion of the Project.”

Furthermore, as per Order No. G-46-10, paragraph 2, FEI was directed to file the deferral account transactions as a confidential Appendix to the Quarterly Progress Reports. Since the foreign exchange forward contract hedge and related deferral account transactions were completed in April 2012, FEI will no longer be providing updates on the deferral account. The ending balance of the mark to market and related deferral account is zero on the deferral account transactions.

This report serves to provide these particulars along with a comprehensive overview of the Project progress and accomplishments for the period ending June 30, 2012. The specific items identified above can be located in the following sections of this report:

Table 2.1: Report Sections

Order No.	Item	Section Reference
C-1-10	Planned versus Actual Schedule	Section 5.1: Milestone Summary
C-1-10	Planned versus Actual Costs	Section 6: Project Costs
C-1-10	Variances or Difficulties Encountered	Section 4: Project Status

3 PROJECT BACKGROUND

The Project involves the in-sourcing of key components of customer service activities and the implementation of a new Customer Information System (“CIS”) under FEI’s control. This involves the implementation of technologies, including a new CIS technology platform, integrated with new contact centre technologies, for managing customer interactions together with the creation of a new strategic sourced Customer Service group to support the capability to deliver customer service excellence. SAP’s CIS, the Customer Relationship and Billing (“CRB”) system, is the technology platform that will be used to enable the business processes needed to deliver customer care services. The Project represents a transition from the current Business Process Outsourcing¹ model to a Strategic Sourcing model for customer service activities. These include:

- Contact Centre
- Billing and Payments
- Collections
- Contract Management
- CIS Systems Support and Maintenance
- Meter Reading

¹ See Appendix 3 – Glossary – for definition

4 PROJECT STATUS

This section provides details of the Project team's major accomplishments, work completed and issues resolved for the period ending June 30th. With a successful implementation of the new system and operations effective January 1, the Project team has effectively completed the Stabilization Phase of the Project.

4.1 Major Accomplishments, Work Completed and Issues Resolved (April to June 2012)

The Project team successfully completed the Stabilization processes in May 2012, proving promising performance in the second quarter and providing quality service to our customers.

4.1.1 STABILIZATION ACTIVITIES

Both the new business and the new system application are performing well after the successful completion of the stabilization phase. System performance is as expected and there have been no unplanned outages to date.

System Stabilization

Overall, the business team and the Project resources continued to work effectively and efficiently in stabilizing the system and processes by prioritizing and then resolving defect issues with the system application.

Stabilization efforts in April and May provided for a greater focus on the provision of onsite support at both the Burnaby and Prince George locations. The onsite support for the Billing Operations group remained through to the end of May, enabling face-to-face knowledge transfer and leveraging the expertise of the Project resources. The number of issues logged has seen a significant downward trend, with the end of June seeing fewer issues logged daily. As such, the issues review meetings had been reduced to twice weekly from daily throughout April and May.

Transfer of Knowledge

Effective transition of knowledge both to the business groups and the IT group, who will ultimately be responsible for the sustainment of the new system, have been executed. The Project resources, some of which were third party system integrator personnel, completed their assignment and as such were released from the Project.

4.2 Plans for Next Period

The following period will focus on improving quality and operational efficiency, and meeting service quality targets. The next quarterly report to be filed at the end of October will continue to have an increased focus on the Customer Service operations as the Project activities have come to an end. Section 7 of this report provides an update of the Customer Service operations,

with an overview of the overall performance of the new business operations, including “Service Quality Indicators” for contact centre and billing.

5 PROJECT SCHEDULE

The Project team successfully met all major milestones as the Stabilization Phase of the Project was completed by the end of May. The targeted Project milestone dates for each of the Project phases are outlined below.

5.1 Milestone Summary

This period, the Project completed all stabilization activities, including the resolution of defects and the effective transfer of knowledge. The milestone schedule below shows the completion of all stabilization efforts with the Stabilization Phase of the Project concluding on May 31, 2012.

Table 5.1: Milestone Schedule

Phase	Milestone Start			Milestone End		
	Plan	Forecast	Actual	Plan	Forecast	Actual
1. Project Preparation	Mar 1, 2010	n/a	Mar 1, 2010	May 15, 2010	n/a	Jun 30, 2010
2. Business Blueprint	May 3, 2010	n/a	May 10, 2010	Oct 29, 2010	Oct 29, 2010	Oct 29, 2010
3. Realization	Nov 1, 2010	Nov 1, 2010	Nov 1, 2010	Oct 31, 2011	Oct 31, 2011	Oct 31, 2011
3a. Integration Test 1	Jun 6, 2011	May 16, 2011	May 16, 2011	July 31, 2011	July 31, 2011	July 31, 2011
3b. Integration Test 2	Aug 1, 2011	Aug 1, 2011	Aug 1, 2011	Oct 31, 2011	Oct 31, 2011	Oct 31, 2011
4. Final Preparation	Nov 1, 2011	Nov 1, 2011	Nov 1, 2011	Dec 31, 2011	Dec 31, 2011	Dec 31, 2011
5. Stabilization	Jan 1, 2012	Jan 1, 2012	Jan 1, 2012	Mar 31, 2012	May 31, 2012	May 31, 2012

5.2 Project Schedule

The Project schedule is attached as Appendix 1 and is a reflection of the scope of work that was completed for the Project.

6 PROJECT COSTS

The completion of go-live activities and the promising results of system functionality and performance which gave rise to no major setbacks in the execution of daily operations and no unplanned outages to date have had a favourable impact on the Project spend. The total Project spend is approximately \$110 million, lower than the approved budget of \$115 million.

The actual 2011 Project spend and the forecast total Project spend of \$110 million has been reflected in the FortisBC Energy Utilities' 2012 and 2013 delivery rates in compliance with Commission Order No. G-44-12

Total Project spend is approximately \$110 million including AFUDC, the details of which are shown in the table below.

Table 6.1: Cost Report Summary

Project Costs (\$ 000's)	
<u>Capital</u>	
Internal Labour	4,745
Consulting	34,530
Hardware	5,355
Software	7,685
Expenses	4,501
Facilities	14,560
Contingency ¹	-
	71,376
<u>Deferred O&M</u>	
Internal Labour	7,342
Consulting	21,840
Hardware	-
Software	615
Expenses	3,058
Facilities	925
Contingency ¹	-
	33,780
Net Total	105,156
AFUDC	4,325
Grand Total	109,481

¹ Approved contingency spend for both capital and deferred O&M has been allocated to the appropriate cost categories and therefore this line item shows a zero spend.

7 CUSTOMER SERVICE OPERATIONS

This section of the quarterly progress report will focus on the performance of the new Customer Service in-sourced operations. As such, FEI will continue to file these quarterly reports through to the end of 2013, even after completion of the Project, with a focus on the on-going service operations.

7.1 Customer Experience

The customer experience over the second quarter of operations has been positive overall. FEI experienced on average lower than expected call volume and the customer service staff have continued to become more proficient in their job duties. FEI continues to maintain focus on delivering a quality experience for our customers, applying lessons learned from first quarter experience.

FEI continues to see marked improvement of operations in the handling of customer enquiries. Invoices are produced nightly and mailed to customers with relatively low error rates. Payment processing and collections activities continue to function as designed. Some system errors in invoices have occurred, primarily in bill formatting with minor display defects. These are being addressed in priority sequence and when required, customers are being notified of the errors.

The Contact Centre service levels for emergency and non-emergency calls surpassed target for all three months of the second quarter. By the end of June, service levels related to billing enquiries have stabilized to within acceptable levels. There have been no delays in billing during this period. In both areas, service levels were brought successfully to acceptable levels.

7.2 Volume of Work

The volume of work in the second quarter was generally lower than anticipated in the Contact Centre. In Billing Operations, volumes were higher in some areas and as expected in others.

Year to date call volumes into FEI's Prince George and Burnaby contact centres have been slightly higher than forecast by one per cent, with lower volumes in the second quarter offsetting higher volumes in the first quarter. FEI's new customer service representatives have answered almost 228,585 non-emergency calls during the second quarter, 15% less than the first quarter. Email volumes have also been lower than anticipated in the second quarter, although activity is tracking to a projected year-end volume of 40,000 as compared to 24,000 received in 2011. Staffing levels have been managed to handle the volume of calls and emails accordingly.

During this period, high bill volumes steadily declined, which was expected as we moved out of the heating season into warmer temperatures. Staff became more proficient in resolving complex issues, resulting in a lower number of backlogged billing issues and therefore shorter wait times for customers.

During the design phase of the Project, FEI identified tolerance parameters for meter readings and invoices that would identify possible billing errors prior to those bills being sent to customers. A refinement of these tolerance parameters is underway in order to focus on the most likely errors and reduce the number of bills that are stopped unnecessarily. With the data gathered in the first and second quarter, Billing Operations will be able to continue the refinement of the tolerance parameters. The expectation is that this refinement will be an ongoing part of operations as weather patterns and customer behaviours change.

7.3 Performance Metrics

Operational results have been positive during FEI’s second quarter with some variability as the customer service staff continues to become more efficient.

7.3.1 SERVICE QUALITY INDICATORS

The service quality indicators shown in Table 7.1 are those that have been historically reported to the Commission.

Table 7.1: Service Quality Indicators for Customer Service Operations

Performance Indicator		April 2012	May 2012	June 2012	Target
<u>Contact Centre:</u>					
2	Speed of Answer – Emergency (% of calls answered within 30 seconds)	96.3%	97.1%	97.0%	95%
3	Speed of Answer – Non-Emergency (% of calls answered within 30 seconds)	75.3%	88.9%	79.0%	75%
8	Independent Customer Satisfaction Index Score	N/A	N/A	80.1%	80.0%
9	Number of Customer Complaints to the BCUC	0	1	0	N/A
<u>Billing Operations:</u>					
5a.	Index of Customer Bills not Meeting Criteria	0.17	0.00	0.00	< 5
5b.	% of Transportation Customer Bills Accurate	99.5%	100.0%	100%	99.5%

FEI surpassed the target for emergency and non-emergency call speed of answer for all three months in the quarter. Through the remainder of the year, FEI will continue to focus on meeting SQI performance targets. The Contact Centre has experienced longer call handle times than expected and will be carefully reviewing these results in the next quarter. As Customer Service staff become more proficient in their duties while providing quality customer service, longer handle times are anticipated to gradually decline.

The Independent Customer Satisfaction Index score for June was better than target. June was the first month FEI reported this metric, as the residential survey is conducted twice a year. In addition, formal complaints to the BCUC for this quarter were in line with results from 2011.

The results of the Index of customer bills not meeting criteria were better than the target of 5 for all three months in the quarter, meeting targets for accuracy, timeliness and completion. The 99.5% target of percentage of transportation bills that were accurate was met in April and surpassed target in May and June.

7.3.2 OTHER PERFORMANCE METRICS

In addition to the service quality indicators shown above, FEI is tracking performance metrics in other areas to monitor performance in delivering service to customers. Two important metrics are Post-Call Customer Satisfaction with the centre and First Call Resolution. Second quarter customer satisfaction with the centre was 75%, approximately 6% higher than prior quarter results. FEI's First Call Resolution was 80% for the quarter, 6% higher than first quarter.

FEI also tracks a number of operational metrics to build historical data related to work volumes, accuracy and timelines. What is being tracked and the frequency at which it is tracked is changing as we better understand the needs of customers and areas of critical importance. It is expected that these metrics will assist us in better understanding our work volumes and customer needs. They will also form the basis for new or enhanced metrics for 2013.

Table 7.2: Performance Metrics

Metric Description	April 2012	May 2012	June 2012
# Ebills	6.11%	6.57%	6.95%
# Account Online Self Service Transactions	745	914	838
# Interactions Handled (Emergency)	4,253	4,423	3,756
# Interactions Handled (Non-Emergency)	81,010	80,448	67,127
# Inbound Calls (Emergency)	4,342	3,263	3,832
# Inbound Calls (Non-Emergency)	82,579	81,122	68,235
# Outbound calls – Automated	67,796	78,777	88,240
# Outbound calls – Agent	5,762	7,423	3,079
# Email	3,902	3,263	2,917
Average Handle Time – Telephone (seconds)	547	523	520
Average Abandonment Rate (Emergency)	2.05%	1.54%	1.98%
Average Abandonment Rate (Non-Emergency)	1.77%	0.79%	1.53%
Average Speed of Answer (Emergency)	7	7	7
Average Speed of Answer (Non-Emergency)	34	15	29
Telephone Service Factor (Emergency) (95%/30 seconds)	96.34%	97.11%	97.03%
Telephone Service Factor (Non-Emergency) (75%/30 seconds)	75.27%	88.93%	78.96%
Service Factor (E-Mails) (100%/48 hours)	91.85%	99.81%	99.86%
Billing Index (Residential)	0.17	0.00	0.00

Metric Description	April 2012	May 2012	June 2012
First Call Resolution	81%	79%	81%
Contact Centre Customer Satisfaction (Post Call)	71%	75%	79%
Industrial Billing Accuracy	99.51%	100%	100%

7.4 Knowledge and Development

FEI's customer service employees continued to progress in efficiency and performance. The staff have been experiencing a lower level of overtime this quarter, as work volumes stabilized.

Customer Service has successfully completed the roll out of the Quality Management Program ("QMP") to Billing Operations and the Contact Centre. The program focuses on improving customer experience, performance management and process improvements. The Quality Assurance team has commenced the communication of this quality work to each of the managers and their employees.

The Knowledge and Learning team continued to develop and execute on targeted learning programs designed to respond to immediate training needs related to change management and continuous improvement. Training was focused on Customer Service Representative (CSR) skill development and increased job knowledge and operational business process support. Effective communication and knowledge management was managed through increased efficiencies of our workflow within our knowledgebase "The Vault".

Change management has been an area of significant focus during this period and will be for the remainder of the year. Stabilization has allowed us to shift our focus on streamlining processes to improve efficiency and customer service.

7.5 Plans for Next Period

FEI will continue to maintain our focus on quality for our customers and continuous improvement through a greater refinement of processes from both a customer experience and efficiency perspective.























During the next quarter, Billing Operations and the Contact Centre will be reviewing processes that are complex or have caused customer dissatisfaction and will take measures to improve them. Responding to customer feedback and managing improvements will be an ongoing focus now that stabilization is complete.

Plans for the next period also include taking lessons learned from the first half of the year and preparing for the upcoming heating season, ensuring staff can adequately handle high bill issues and other seasonal concerns.

Appendix 1

PROJECT SCHEDULE

Appendix 1 Project Schedule

Task Name	Duration	Start	Finish	2012											
				1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
				Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
[-] CCE Project Management Tasks	111 days	Sun 1/1/12	Thu 5/31/12												
CCE Project Management Tasks	111 days	Sun 1/1/12	Thu 5/31/12												
[-] Post Go-Live Stabilization Support Phase	111 days	Sun 1/1/12	Thu 5/31/12												
[-] Technical Stabilization	111 days	Sun 1/1/12	Thu 5/31/12												
PS-01 Confirm Stabilization Plan	24 days	Sun 1/1/12	Wed 2/1/12												
Execute Technical Stabilization Activities	111 days	Sun 1/1/12	Thu 5/31/12												
PS-02 System Performance Tuned & Optimized	111 days	Sun 1/1/12	Thu 5/31/12												
PS-03 Legacy Systems Decommissioned	40 days	Sun 1/1/12	Thu 2/23/12												
[-] User Support	111 days	Sun 1/1/12	Thu 5/31/12												
Key User Support	20 days	Sun 1/1/12	Thu 1/26/12												
[-] TG SAP Support Team Organization Transition	111 days	Sun 1/1/12	Thu 5/31/12												
Execute Support Processes	111 days	Sun 1/1/12	Thu 5/31/12												
Manage User Capability	65 days	Sun 1/1/12	Thu 3/29/12												
On-Site Consultancy Support	111 days	Sun 1/1/12	Thu 5/31/12												
PS-04 Outstanding issues Transitioned to SAP Support Organization	111 days	Sun 1/1/12	Thu 5/31/12												
[-] Business change & Integration	111 days	Sun 1/1/12	Thu 5/31/12												
Stakeholder Engagement & Communication	111 days	Sun 1/1/12	Thu 5/31/12												
Deliver Post Go-Live Training	111 days	Sun 1/1/12	Thu 5/31/12												
[-] Project Closure Activities	111 days	Sun 1/1/12	Thu 5/31/12												
Knowledge Transfer	88 days	Wed 2/1/12	Thu 5/31/12												
PS-05 Final System Acceptance	111 days	Sun 1/1/12	Thu 5/31/12												
PS-06 Project Closure	25 days	Fri 4/27/12	Thu 5/31/12												

Appendix 2

LIST OF MAJOR CONTRACTORS

List of Major Contractors

Please see the list below of the major contractors employed on the project and a description of their engagement:

Contractor	Description of Engagement
Accenture	As the current support services provider, Accenture will be providing subject matter expertise in the areas of the existing call centre business processes, technical support specifically around the existing CIS technical environment as well as transition services during the cutover from the existing systems to the new environment.
Altivon and Interactive Intelligence	Interactive Intelligence will be providing the Contact Centre Technologies, an all in one solution integrated with the SAP for managing multi-channel customer interactions. For the implementation of the Contact Centre Technologies, FEI has partnered with Altivon, who is the implementation partner of Interactive Intelligence.
Fujitsu	Fujitsu Consulting provides ongoing technical support for many of the existing systems utilized by FEI. Fujitsu will be providing technical support for changes required to the these systems as well as the interfaces to and from the new CIS.
Habanero	Habanero Consulting provides application support for the Café system. Habanero will provide technical support for the changes required to the Café system as well as provide Microsoft Sharepoint expertise in developing the Customer Service Knowledge base repository.
Hansen Technologies	Hansen Technologies is the product owner of the CIS system currently utilized by FEI. Hansen will provide data migration services from their existing system to the new SAP CIS with the focus on legacy data quality and extraction.

Contractor	Description of Engagement
HCL- Axon	HCL-Axon is an experienced SAP system integrator and specializes in the implementation of SAP computer systems. They also are experienced in the integration of complementary software packages (such as bill composition software from Streamserve) to form a complete solution. They will be taking a leadership role in all phases of the project and providing expertise on the overall design of the system solution to ensure it conforms to FEI's desired requirements. They will also provide guidance in the development of training and change management specific to the CIS implementation.
Knowledgetech	Knowledgetech will supply personnel to the project team to provide expertise in change management activities including business process design, business impact analysis, communication, training and process documentation.
Five Point Partners	Five Point Partners (Five Points) has been engaged to provide assurance of on time execution of the project together with guidance on mitigation of risks. Five Points is a specialized provider of application management consulting services to organizations within the energy and utility industries. Five Points consultants bring expert knowledge and experience in managing the development of Customer Information Systems. They will be utilizing their experience with numerous similar projects throughout North America to evaluate the project on seven key dimensions: schedule, resources, ongoing activities, project management, costs, scope, and risks.
MNP LLP	MNP LLP has been engaged to provide Business Process Quality Assurance for the CCE Project. The objective of this review is to provide an independent assessment of the performance and outcomes of the developed business processes when they are performed in conjunction with the technical system. MNP's scope of work also includes a review of the key meter to cash process controls.

Contractor	Description of Engagement
R-Tech Technologies	R-Tech will be providing day-to-day program management for the CCE program. They will be responsible for coordinating and providing overall management of the various program streams including the CIS implementation, the Contact Centre Technologies and facilities implementation as well as the other existing business processes that will be impacted by the CCE implementation. R-Tech has partnered with FEU on many initiatives over the last few years, and has in-depth knowledge of SAP, FEI's operating model and provides Project Management Institute certified project management services.
SAP Active Global Support	SAP's Active Global Services provide production support for all SAP customers. On this project, they will be assisting the project team by proactively reviewing key risk areas that have been experienced with other implementations and providing risk mitigation strategies of technical issues such as system performance. They have sufficient experience to identify performance risk areas and resolve the types of system issues that could be encountered when the system goes live.
SAP Consulting Services	As the CIS product vendor, SAP brings in-depth product knowledge and design architecture oversight to the project. They will also provide a quality assurance role in design, and build reviews to ensure the implementation follows SAP best practices for implementation and maintainability.
Gateway Consulting Services	Gateway Consulting specializes in Strategic Training Management, Instructional Design, Communications, e-Learning, Cross Functional Process Development, Workforce Education, and Transition Management. On the project, Gateway Consulting will be providing program leadership in the area of Change Management, Recruiting, Training and Communications.
TELUS	TELUS will be providing technical infrastructure services to the project. This includes all server, desktop and network implementation and support services.
Worksoft	Worksoft specializes in automated testing solutions. They will provide support in drafting testing scripts to validate the business process workflows along with conducting system performance / volume tests.

Appendix 3
GLOSSARY

Glossary

Acronyms

CCE Customer Care Enhancement

CIS Customer Information System

CRB Customer Relationship and Billing

CSR Customer Service Representative

OPI Operation Process Integration

CRM Customer Relationship Management

FRICE-W Forms, Reports, Interfaces, data Conversion, Enhancements and Workflows

IVR Interactive Voice Response

Terms

AFUDC – acronym for *Allowance for Funds Used During Construction*, which allows for the cost of borrowing funds until a project is placed into service to be included in rates; the requirement for AFUDC forms a separate line item of the overall Project cost.

Business Process Outsourcing – the contracting of a specific business task, including all responsibility for the management of the business processes and underlying information technology systems and applications required for the completion of an activity, such as call handling, to a third-party service provider.

Change Management Strategy – outlines the approach for managing the change impacts of the project.

Data Migration Strategy – defines the management, development and documentation for cleansing and transferring data to the new CIS.

Deferred Costs – operating and maintenance costs that are incurred but that will be expensed in the future.

Development System Infrastructure – the platform for where configuring and coding of the new system will take place.

In-source – a business practice in which work that would otherwise have been contracted out is performed by internal staff.

Interface Strategy – outlines the approach to manage the points of interaction with Terasen’s existing systems and the new CIS.

Mobilization Team – This is the initial team required on site for project preparation.

Project Toolset – The project toolset is the AXON Project Support Environment (“APSE”). APSE is a structured project document management system used by the project team to manage the CRB project workflow and will serve as a repository for all CIS documentation throughout the life of the Project.