

Ontario Fair Hydro Plan Program - Lessons Learned Report

Project ID: 381
Project Name: Ontario Fair Hydro Plan Program
Project Sponsor: Jeannette Briggs
Project Types: Regulatory
Duration: Between 6 Months and 12 Months
Size: Between 100k and 500k
Vendor Involvement: One Vendor

Implement Change

What went well?

Lesson #1: **Themes:** Stakeholdering, Communication

Recommendation: Collaborate and communicate with external stakeholders continuously throughout the project to obtain early feedback and to ensure they have consistent understanding of the project changes and its impact.

Background Information: Worked regularly with Ministry and incorporated feedback. Worked closely with LDC (impacted stakeholders) and made them understand the change and its impacts.

What could be improved?

Lesson #1: **Themes:** Planning, Stakeholdering, Scoping, Discovery and Design

Recommendation: Establish a SWOT team made of all impacted stakeholders early on in the project to ensure that the impact assessment and requirements documentation are comprehensive.

Background Information: SLA communication between Finance and Settlements had some misunderstanding and some impacts to Finance were missed. IT was not engaged in the planning phase of the project and some impact assessment were missed.

Lesson #2: **Themes:** Communication, Implementation, Other

Recommendation: Formalize the tracking of changes to requirements using tools like JIRA to ensure that the working group has the right understanding of the requirements at the right time.

Background Information: Change in requirements were not communicated effectively to the internal team.

Lesson #3: **Themes:** Planning, Communication

Recommendation: Establish a clear communication plan and follow it throughout the project to ensure consistent, accurate, appropriate and timely information is available to the project stakeholders.

Background Information: Go live date was a moving target and was outside IESO control. It wasn't communicated to all the project stakeholders in a timely manner. Internal communication could have been better on changes in timeline and reasoning. Some team members were not involved in Project communication meetings and didn't understand what different teams were working on and their status. Activity code was not communicated to all the team members.

Lesson #4: **Themes:** Scoping, Project Change Request, Human Resources

Recommendation: Staff experienced Project Manager to effectively monitor and control the project if large number of change requests are expected.

Background Information: Ministry added requirements and scope expanded. Process was not followed in tracking the project change requests as the Project Manager role was played by a Business SME.

Lesson #5: **Themes:** Communication, Project Management

Recommendation: For informal projects that doesn't have a PSC, conduct periodic management meetings to discuss the project health.

Background Information: Exception report was not submitted when the project was forecasted to go beyond the approved time and cost. VCRs and some part of the IESO labour should have been capitalized. There was no PSC and hence these were not addressed on time.

Lesson #6: **Themes:** Testing

Recommendation: Perform end to end testing before implementing the systems integration solution in production. Involve

end users in end to end testing.

Background Information: Implemented solution didn't work on day 1 as there were miscommunication between teams and end to end system integration testing was not performed. UAT for Online forms were done by Settlement in isolation.

Lesson #7: **Themes:** Planning, Vendor

Recommendation: Do not use vendor who doesn't have prior IESO system experience to work on short timeline regulatory projects that impact critical and complex systems.

Background Information: Accenture didn't have experience with CRS and hence VCR estimation was significantly delayed.