

1 Q. **Volume 1 (1st Revision), Chapter 3: Operations**

2 Please provide any cost savings associated with the Business Systems
3 Transformation Program from 2016 to the 2019 test year. The analysis should
4 include any forecast reduction in FTEs. (Volume I (1st Revision), Chapter 3:
5 Operations, Page 3.41, Line 5, *et. seq.*)
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8 A. The Business Systems Transformation Program was driven and justified originally to
9 address technical concerns and significant functional limitations of the current
10 system. Potential cost savings from 2016 to the 2019 Test Year have not yet been
11 identified for this reason, and also because the full implementation will not have
12 occurred until 2019. Following implementation there will be a period of integration
13 and change management related to the process and technology changes. Hydro
14 intends to evaluate the implementation closely with a view to extracting savings
15 from the changes to the extent possible. Please refer to NP-NLH-036 for the
16 Business Systems Transformation Program plan.