

1 **Q. (Reference Application Schedule B, Workforce Management System Replacement,**
 2 **page 94 of 99) It is stated “The existing WFMS, known as Click, was deployed in 2011**
 3 **and will become obsolete in 2023.”**

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 5 a) **When is the replacement WFMS expected to become obsolete?**
 6 b) **What safeguards are being employed to ensure the replacement WFMS meets**
 7 **the assumed life expectancy?**
 8 c) **Will Newfoundland Power have adequate staff available to undertake this**
 9 **project at the same time as the CSS replacement project? How does**
 10 **Newfoundland Power plan to manage staff priorities during this period of time?**

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 12 A. a) Newfoundland Power generally expects its software applications, including the
 13 replacement workforce management system, to have a useful service life of 10 years.

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 15 b) Newfoundland Power manages the service life expectations of its applications in a
 16 manner consistent with industry best practices. Comprehensive evaluations of
 17 software vendors are completed at the time of selecting a software solution. These
 18 evaluations include:

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 20 (i) An assessment of vendor health and vendor market share. This ensures
 21 vendors intend to continue investing in their products and will be in a
 22 position to support their products over the longer term. This mitigates risks
 23 associated with technology obsolescence and repeated replacements of
 24 applications.¹
 25
 26 (ii) An assessment of vendors’ product roadmaps. This includes assessments of
 27 when and how often vendors expect to upgrade their products, the cost of
 28 associated upgrades, and whether the upgrades will be mandatory to
 29 maintain support. Vendors’ product roadmaps typically span 5 to 10 years.
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 31 (iii) An assessment of software versions. Once a software vendor is selected,
 32 Newfoundland Power then evaluates the specific version of the software to
 33 be implemented. Where practical, the most recent version of the software is
 34 implemented.

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 36 Newfoundland Power will undertake these evaluations in selecting a vendor for its
 37 replacement workforce management system.

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 39 Additionally, system upgrades are often required over the life of an application to
 40 address performance and security issues and to ensure continued vendor support.
 41 These upgrades are necessary to ensure the expected useful service life of an
 42 application can be met and is consistent with current industry trends. For example,

¹ This evaluation criteria is consistent with the recommendations of Ernst and Young LLP. See the *2021 Capital Budget Application, Volume 1, Customer Service Continuity Plan, Attachment A*, page 16.

- 1 Gartner Inc. indicates that vendors typically provide new versions of software every 1
2 or 2 years, with major releases every 5 to 10 years.²
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- 4 c) Yes, Newfoundland Power will have adequate staff available to undertake this project
5 at the same time as the *CSS Replacement* project. For more information, see response
6 to Request for Information NLH-NP-031.

² See Gartner Inc., *Managing a Portfolio of Applications Demands More than Application Portfolio Management*, published April 30, 2020.