



Anatomy of Toronto Hydro's Successful Change Management Program

Heidi Amponsem, Supervisor, SAP Centre Of Excellence

Session ID # ASUG 84115

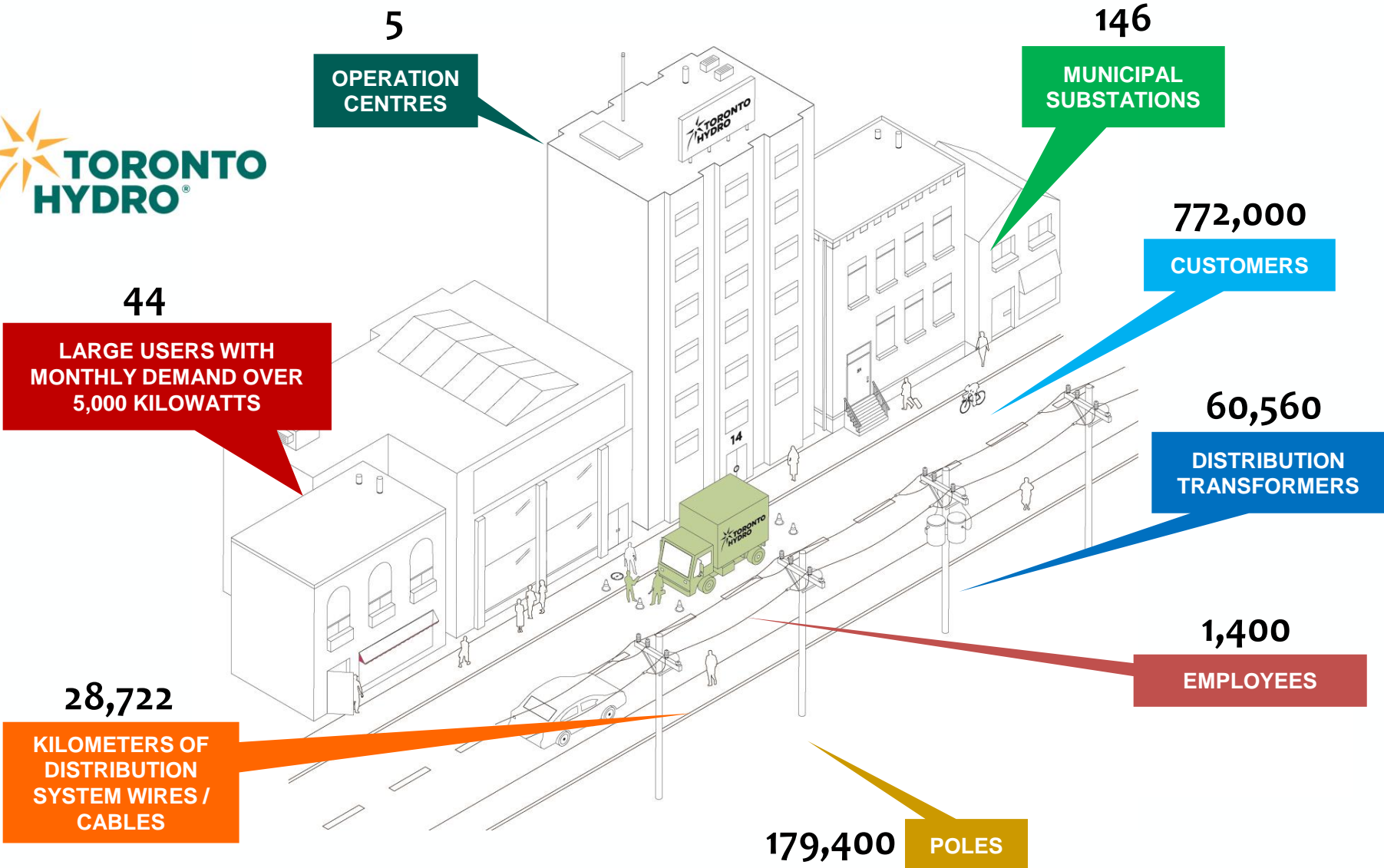


About the Speaker

Heidi Amponsem, PhD

- Supervisor, SAP Centre of Excellence, Organizational Effectiveness, Toronto Hydro
- Organization Change & Training Lead on the Toronto Hydro SAP Implementation Projects (August 2017-May 2019)
- Heidi has been with the organization for 4 years and an external management consultant for more than 15 years before joining Toronto Hydro
- *Fun Fact:* With the help of her colleagues, Heidi is working hard to evolve from a croquet player with the kids to a sophisticated golfer

About Toronto Hydro



Established in 1911

Owns and operates the **electricity distribution** system for Canada's largest city

City of Toronto - population over **2.9 million**

Peak Load: **4,609 MW** (July 2018)

Record Peak: **5,018 MW** (July 2006)

\$4.4 billion of Capital Assets

\$3.8 Billion in Revenue (2017)



Key Outcomes/Objectives

1. The Journey of Change implementing the SAP Suite (ECC 6.0, SuccessFactors & Ariba).
2. Key Ingredient to a Successful Launch:
Manage the Change Journey – *why, how, who, what?*
3. What's Next? Ensure sustainable user adoption, systems stabilization and optimizing business value



ASUG

Agenda

- Project Overview and Roadmap
- Success through the Managed Change Journey
- Key to sustainable User Adoption and realizing optimal Business Value



Project Overview - Our Journey Together

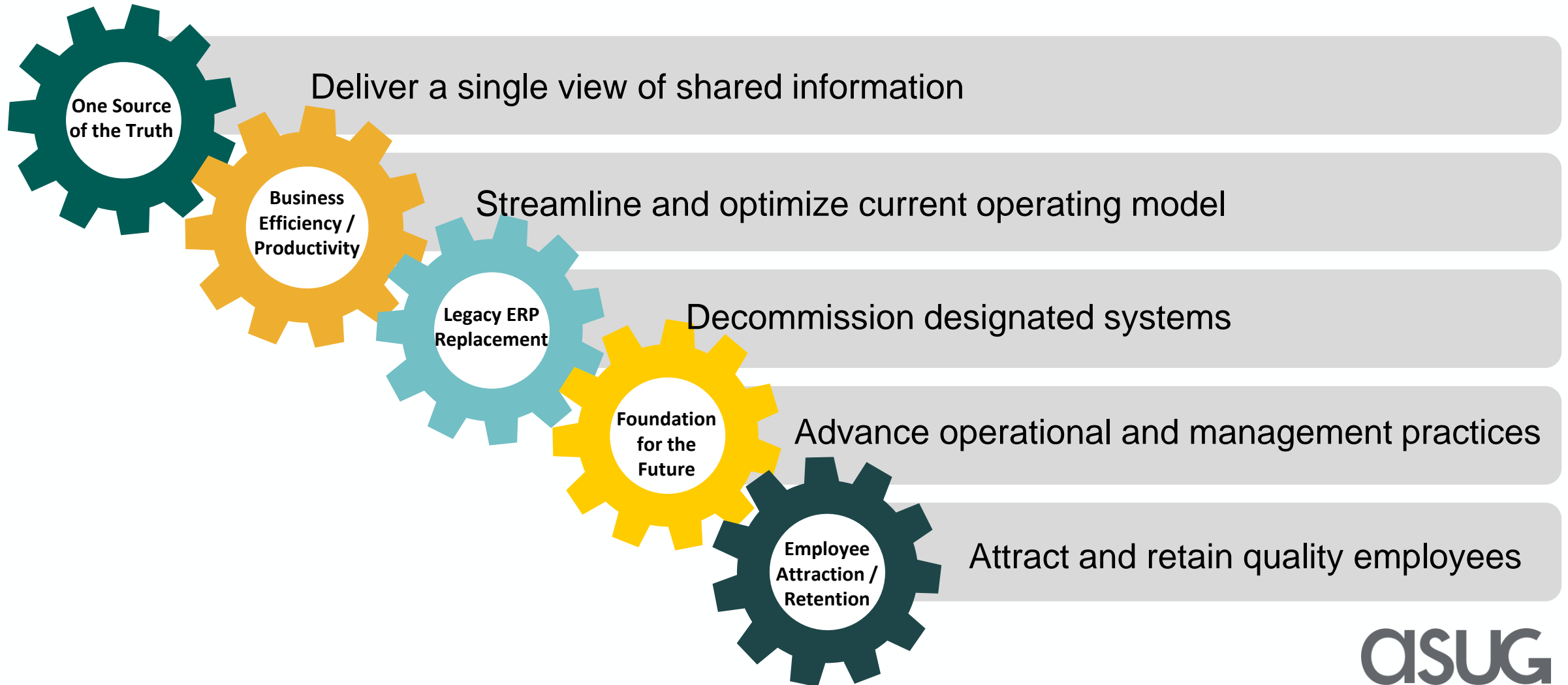


Source: Project Aurora Team Workshop Summer 2018

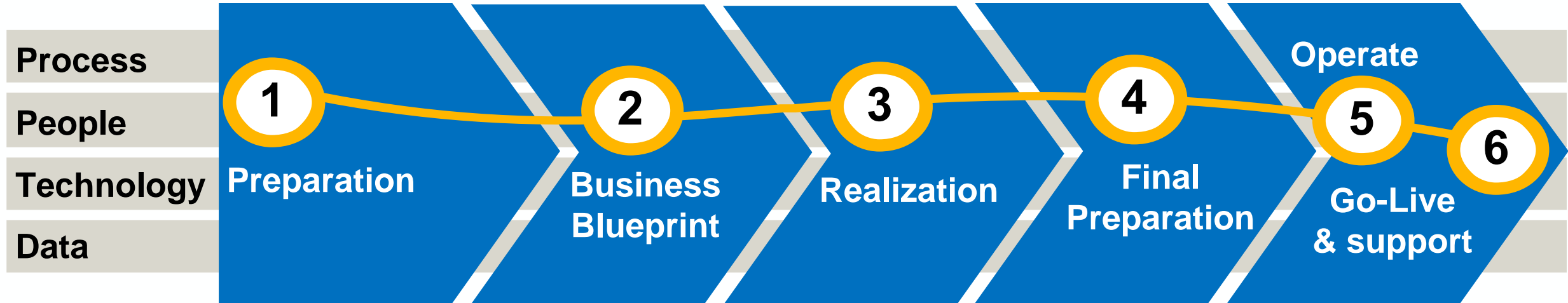


Project Vision

Replace legacy ERP with SAP Suite, creating one source of the truth and the foundation for our future to improve our efficiency and productivity, and to attract and retain quality employees



Project Phases

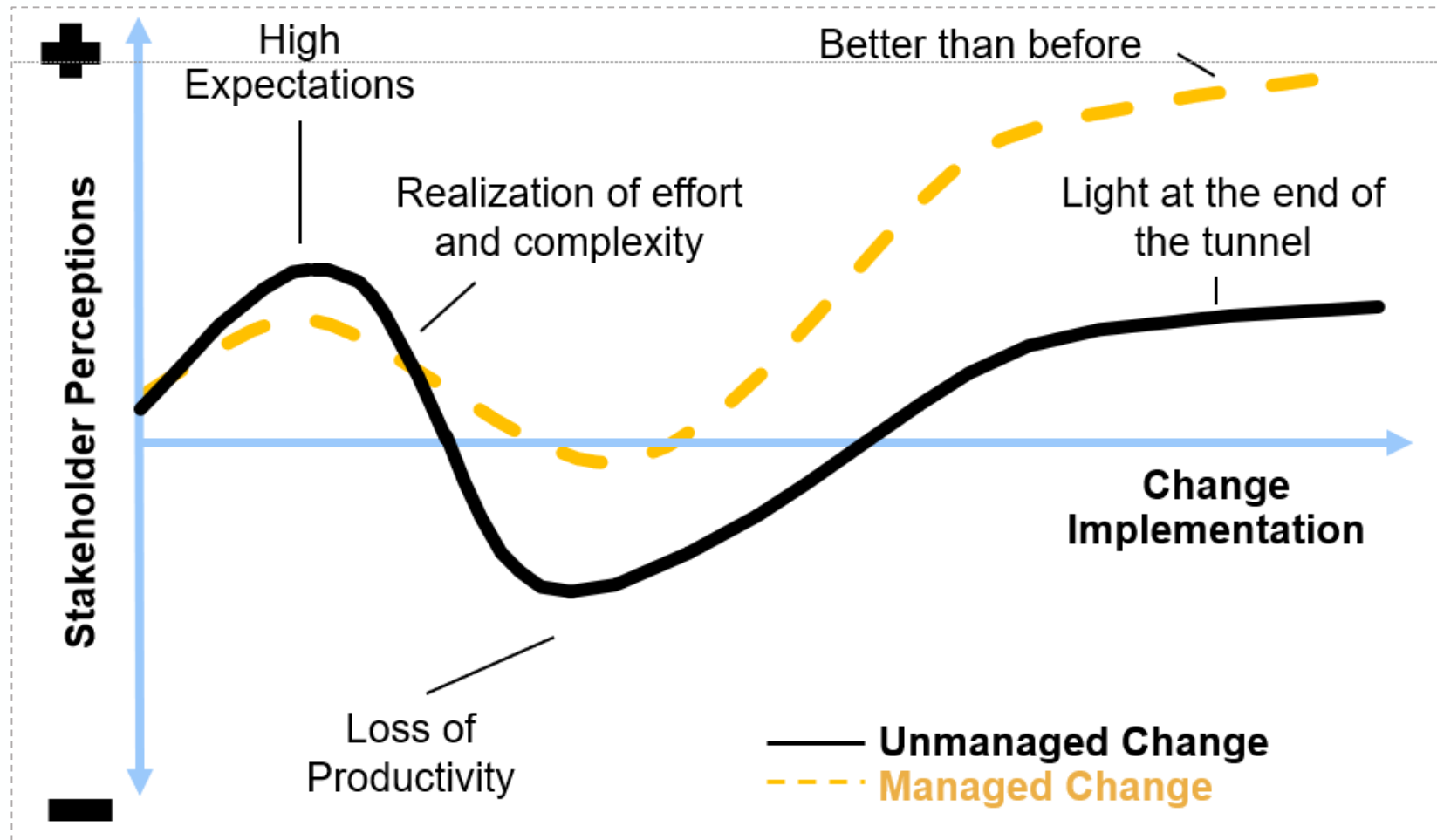


- SAP industry recognized methodology for delivering implementation projects
- Holistic, phased approach across multiple project domains
- Typically treated as a framework that is tailored by each project based on scope, deployment strategies and other unique requirements
- Scope of Project Aurora includes SAP ECC, SuccessFactors, Ariba and SAP's mobility solution

Manage the Change Journey – why?

Change is a long process to manage...

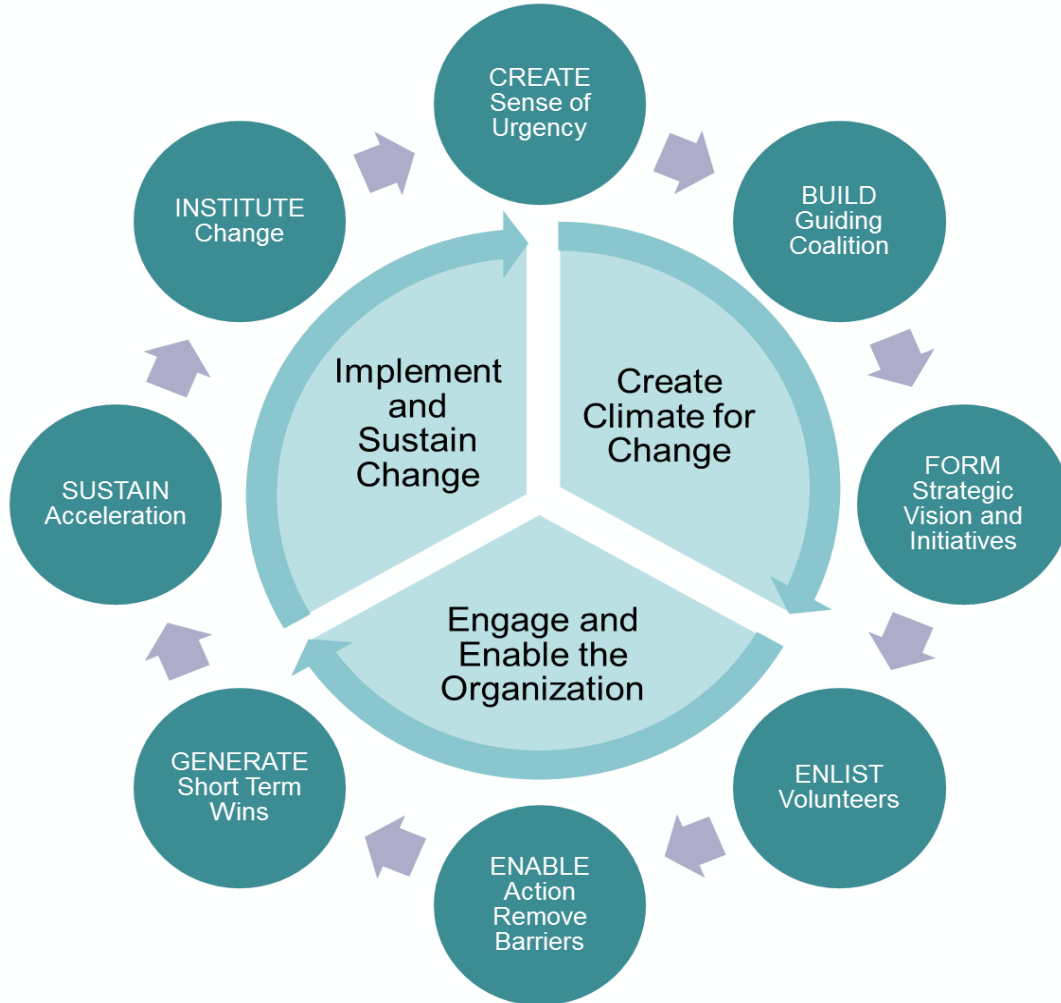
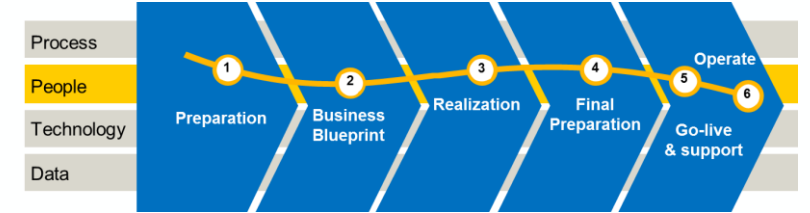
managing the **change journey** helps minimize the disruptions and maximizes the benefits



Source: Adapted from PwC for Project Aurora

Manage the Change Journey – how?

We have developed a Change Strategy that is aligned with **John Kotter's Model for Leading Change**.



1. Create Climate for Change

- Create Sense of Urgency
- Build Guiding Coalition
- Form Strategic Vision and Initiatives

2. Engage and Enable the Organization

- Enlist Volunteers
- Enable Action Remove Barriers
- Generate Short-Term Wins

3. Implement and Sustain Change

- Sustain Acceleration
- Institute Change

Manage the Change Journey – how?

Our Change Strategy embraces all levels of the organization

- **Leadership** aligned around Project Aurora objectives
- **All of Toronto Hydro** understand the impact of the change
- Change implementation plan **for all staff** clearly defined
- **Stakeholders** support change and can help make sure changes reflect business realities
- **Stakeholders** are ready to adopt the new systems and are confident about success in new environment

Manage the Change Journey – who?

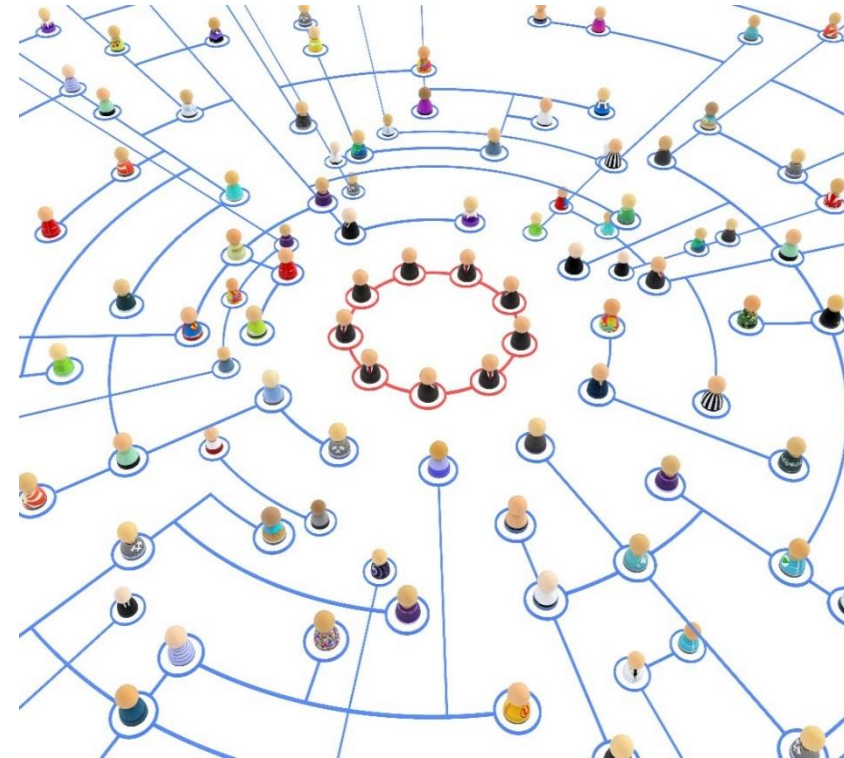


Manage the Change Journey – who?

The Change Network is one of the key elements to ensure a successful change implementation

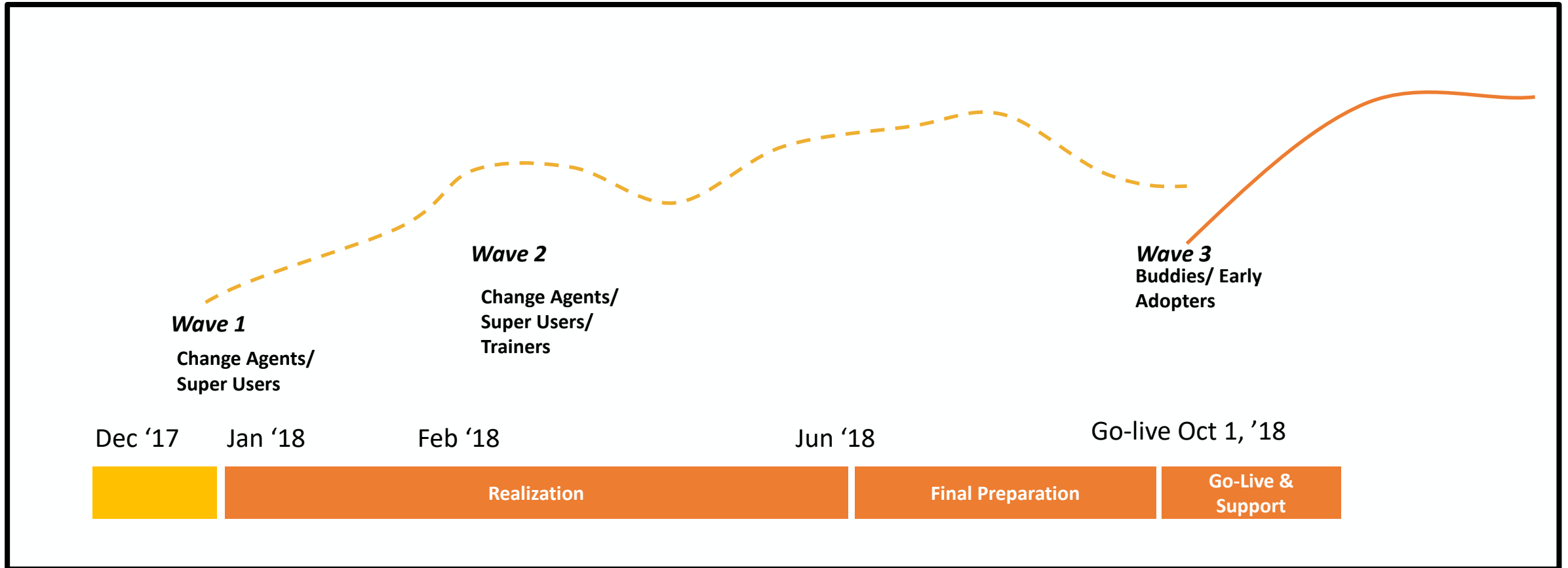
Key Change Network Objectives:

- Onboard new members seamlessly and effectively
- Establish effective team communication
- Expand engagement of the business
- Support the organization through the changes



Manage the Change Journey – who?

The Change Network rolled out in three waves starting in January 2018



Manage the Change Journey – what?

Overview

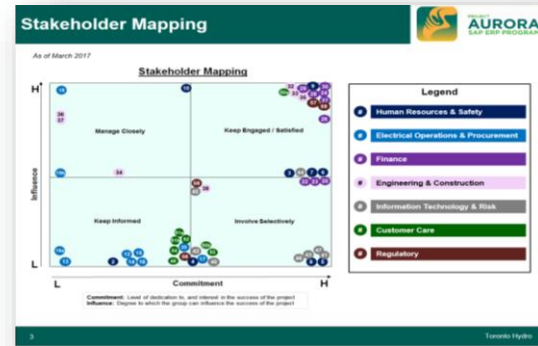
Communication & Engagement Strategy & Plans

TORONTO HYDRO PROJECT AURORA COMMUNICATIONS PLAN							
Reference Information		Communications Description				Review Info	
Ref #	Ref Title	Topic / Situation	Purpose, activity & key messages	Owner	Start	End	
Strategic Phase (Feb 2017 - Jun 2017)							
10	4	IF	George/Medha	Arshul	Follow Up Blueprint Workshops Schedule	Announce Completion of Initial Round of Workshops Thank individuals for participation in the workshops to date. Recognize this is demanding. Explain possibility that individuals may be invited to additional meetings where necessary (eg. TRS team leaders) to ensure that needs to be addressed. (2) to pre-announcement of processes with key stakeholders (3) to provide general feedback received in the sessions	Mika Valder
12	4	IF	Arshul	Mika Valder	Risk Appetite Statement	Introduce Risk Appetite Statement	Mika Valder
12	5	IF	Arshul	Mika Valder	Risk Appetite Statement	Introduce Risk Appetite Statement	Mika Valder
10	11	IF	Arshul	Mika Valder	Risk Appetite Statement	Introduce Risk Appetite Statement	Mika Valder
10	4	IF	Sarah/Agnes/Gal	Arshul	Team engagement activity announcement	Announce team building activity Purpose: Schedule, logistics (TDC)	Mika Valder
10	11	IF	Arshul	Rib Wong	Design Principles	Place awareness of Project Aurora design principles	Dana Clark & Mika Valder
11	4	IF	Arshul	Mika Valder	Mission Statement announcement	Communicate Project Aurora vision mission statement (project objectives)	Mika Valder
11	5	IF	Arshul	Rib Wong	Mission Statement announcement	Communicate Project Aurora vision mission statement (project objectives - Table provided) (this is needed)	Dana Clark & Mika Valder

Change Management & Training Strategy and Plan

Project AURORA
6.4 Change Management Strategy & Plan

Stakeholder Analysis



Change Agent Network Plan

What Makes a Good Change Agent / Buddy?

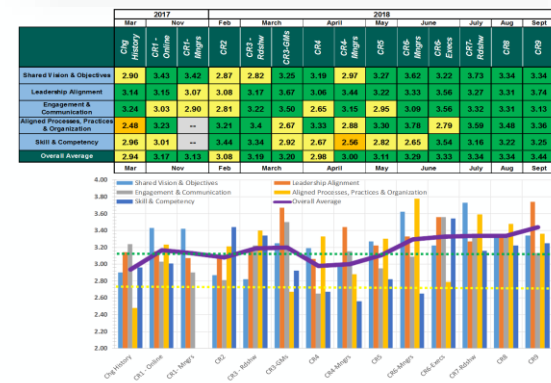
The Toronto Hydro Change Agent / Buddy profile:

- Strong Communication Skills
- High Energy
- Positive Thinking
- Trustworthy and Empowered
- Reliable
- Action and Results Oriented
- Proven track record as an informal leader
- An Advocate for Change
- Ability to Influence
- Business Process or Technical Authority

Effort

Timeline: Training, Change Agents, Buddies, Final Preparation, Go-Live & Support

Change Readiness Assessment



Change Impact Analysis

Change Impact Analysis

Managing the Change Journey – what?

Ongoing Communication for All Employees

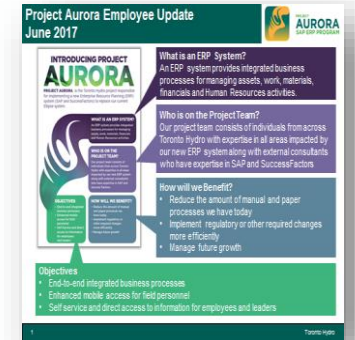
Intranet Site



Posters



Employee Update



Roadshow



Monthly Newsletter



Quarterly Magazine

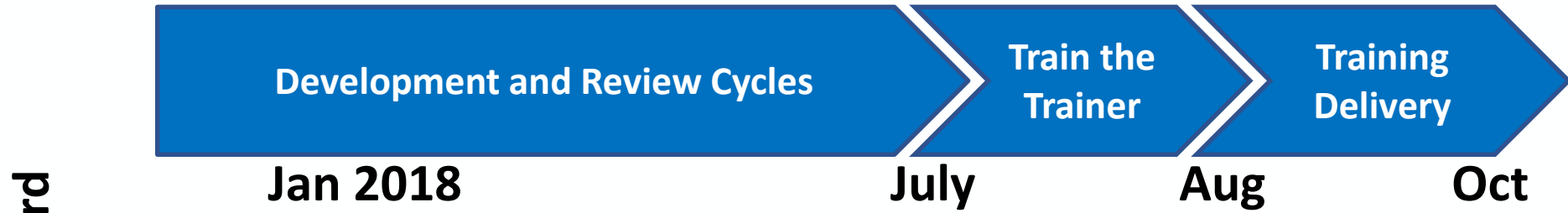


Branding our SAP Solution



Managing the Change Journey – what?

Training



Process

Storyboard



E-Learns



Content

30 role-based curriculums



Managing the Change Journey – what?

Training

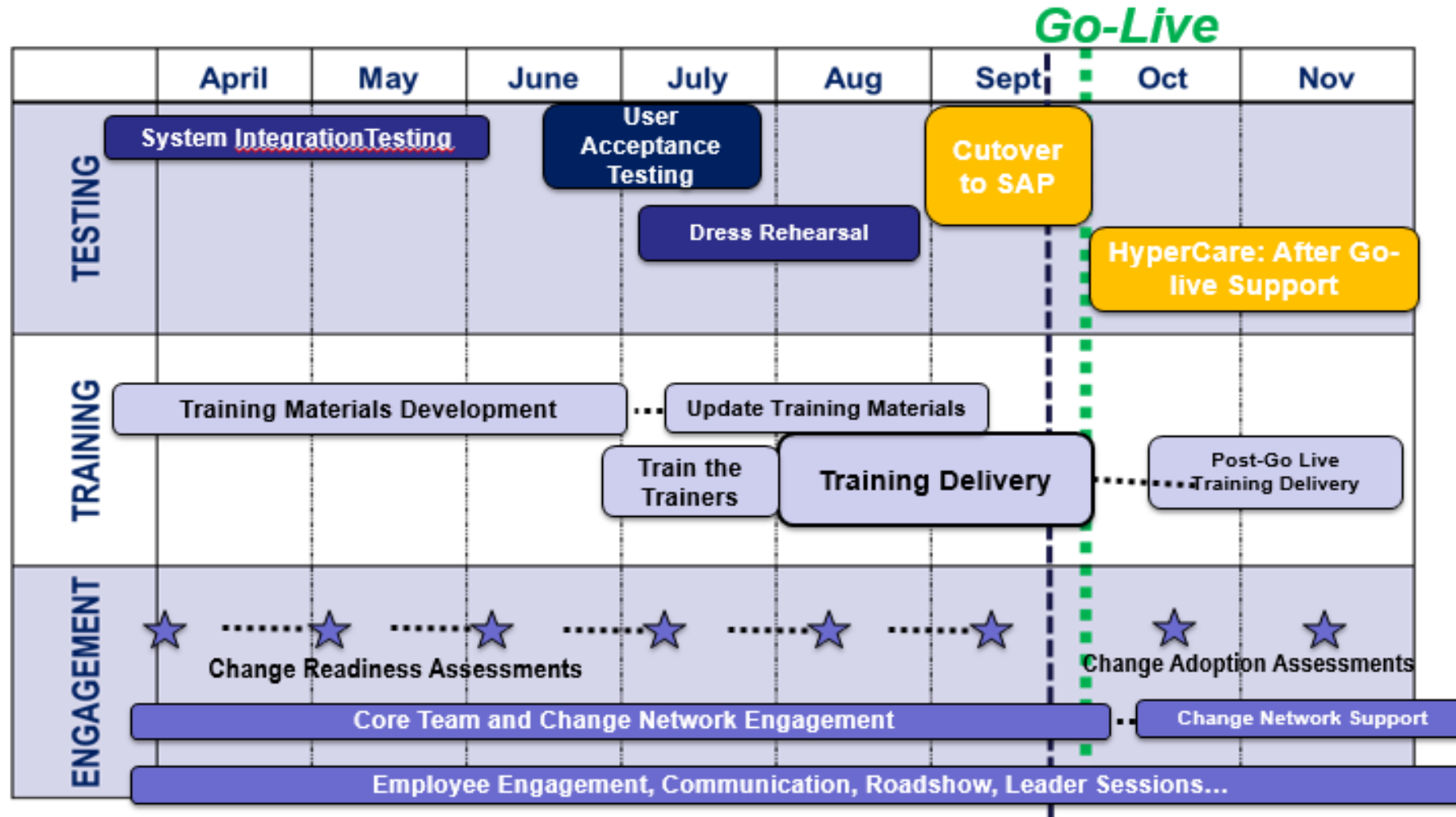
The screenshot shows the 'Plugged In' website's 'Training and Development' section. The page is titled 'Enterprise Connect' and features a large logo with the text 'ENTERPRISE CONNECT' and an icon of three stylized human figures. Below the logo, a welcome message reads: 'Welcome to Toronto Hydro's Enterprise Connect Training! This is your source for all job aids and key online training courses. For more information on Enterprise Connect visit the [Project Aurora](#) page.'

On the left side, there is a navigation menu with the following items: Home, News, Services, Forms, Policies, Web Apps, Community, About, FAQ, and Add to My Shortcuts. Below this, a sidebar lists various HR and safety topics, with 'Training and Development' highlighted. Under 'Training and Development', there is a list of sub-topics including 'About Training and Development', 'About Georgian College', 'Apprentice Training', 'Career Development', 'Enterprise Connect Training', 'Leadership Technical Training', 'Legislative & Compliance Training', 'Management Control & Reporting System (MCRS)', 'Simulators', 'Technology', 'The Learning Zone', and 'Trade School'. At the bottom of the sidebar is a 'Contact Us' link and a 'Finance Job Aid' link.

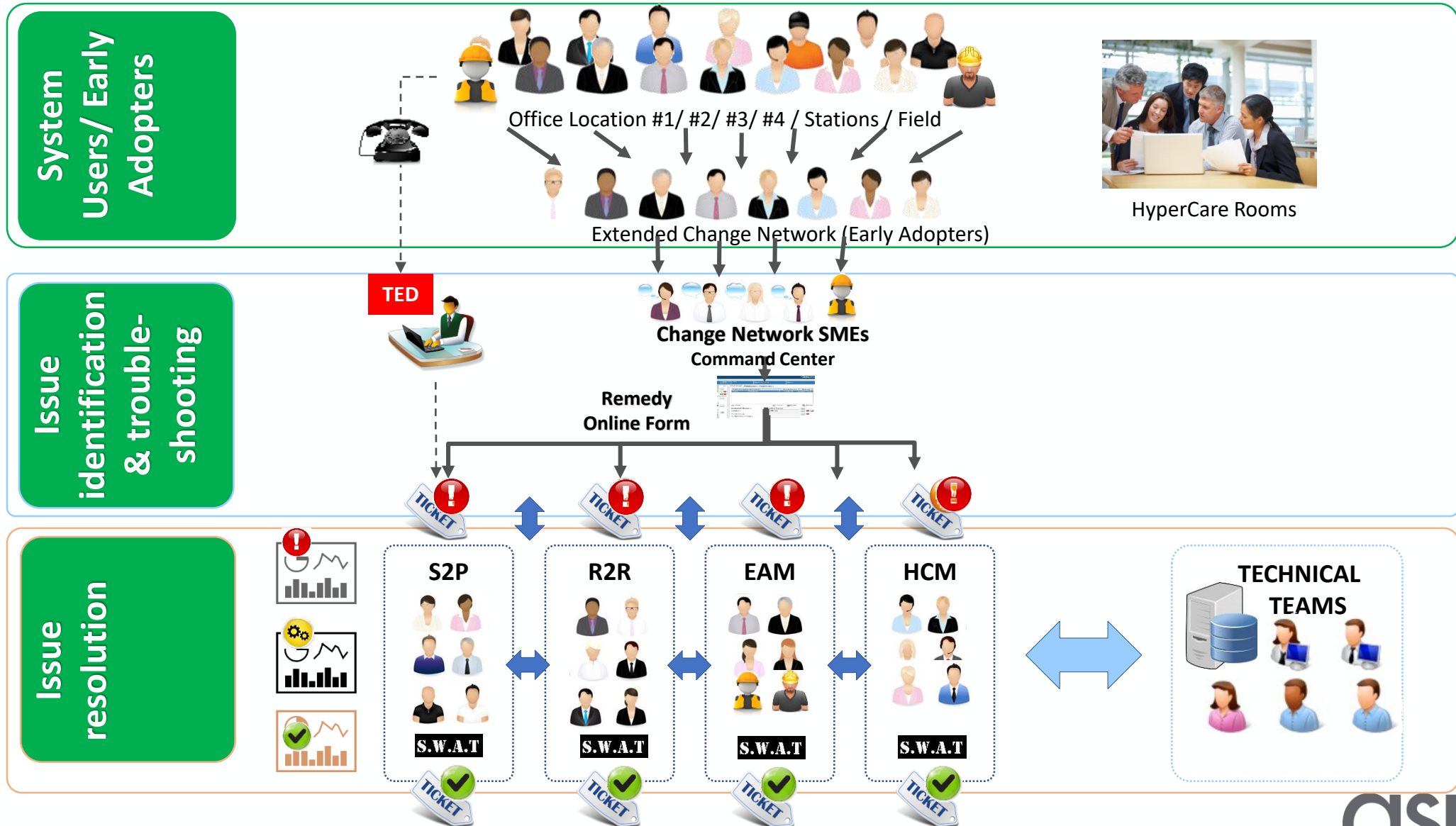
The main content area includes a breadcrumb trail: 'Plugged In > Human Resources and Safety > Training and Development > Enterprise Connect'. Below the logo, there is a section titled 'SAP ERP Overview Job Aid' with a list of 'Online Training Modules' and links to 'SAP Overview Course' modules 1, 2, and 3. Other links include 'People Connect Overview', 'Managing My Time', 'Expense Reimbursement', 'Approvals and Notifications Overview', and 'Create Purchase Requisitions'. There are also two images: one showing a group of people standing and holding books, and another showing people working at a computer.

Manage the Change Journey – what?

Transition to HyperCare



What's Next: Post Go-live HyperCare Structure



What's Next: Onsite HyperCare Rooms



- Staffed by **Change Network Members**
 - *6-12 members at each site supporting office and outside field staff*
 - *Know the business and the system*
 - *Grouped into functional sub-processes to service business driven core and “on call” hours*
- Serve as the **first point of contact for users** experiencing problems
- Provide support for **“How-To” and training related questions**
- Provide **“Over-The-Shoulder” support** to help investigate issues – support initiation of T.E.D requests, as needed
- **Help communicate solutions** – individual ticket resolution and FAQs across TH
- Organize ad-hoc training sessions, lunch & learns and workshops
- **Supported by Key Business and Functional Subject Matter Experts** located at Command Center



What's Next: HyperCare Stabilization

- **Daily Meetings:**
 - *Change Network*
 - *Incident Management*
- **Ongoing Monitoring:**
 - *Technical statistics*
 - *Incident Management Report*
 - *System Performance Report*
 - *Functional statistics*
 - *Stabilization metrics*
 - *Change adoption*
 - **Weekly** report over the initial 4-6 weeks after Go-live

Agenda Sample



Remedy Incident Statistics

Functional Statistics

- Finance
- Human Resources
- Engineering & Operations
- Procurement
- Regulatory

Technical Statistics

- Change Management
- Issue Review

Action Log Sample

No	Module	Action Description	Priority	DRP	Due Date	Status

Status Legend: New, Assigned, In Progress, Closed
Priority Legend: High, Medium, Low

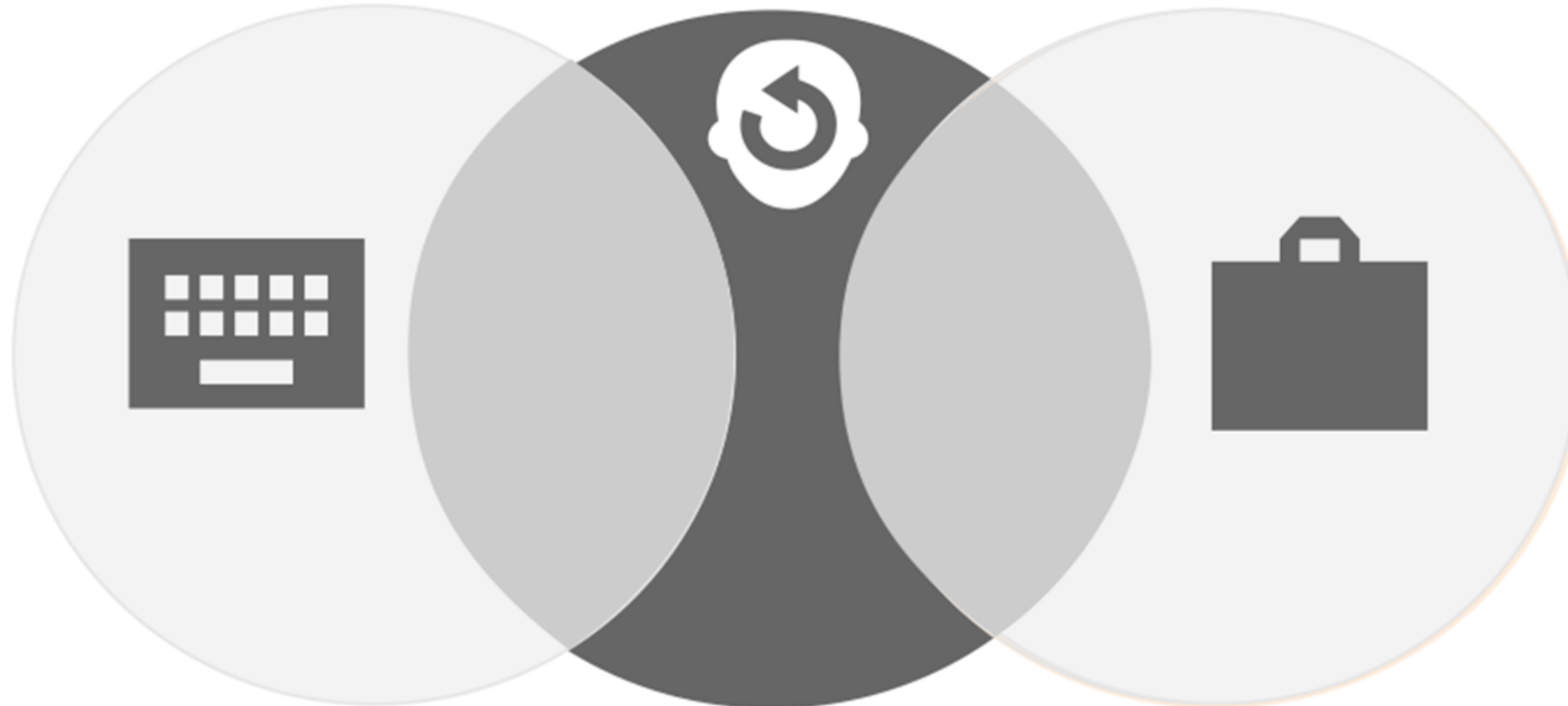
What's Next? Optimizing Business Value



IT

SAP CoE

Business



Enterprisers (i.e. Super users)



Thank You!



Disclaimer

- The information in these materials is based on information currently available to Toronto Hydro Corporation and its affiliates (together hereinafter referred to as “Toronto Hydro”), and is provided for information purposes only. Toronto Hydro does not warrant the accuracy, reliability, completeness or timeliness of the information and undertakes no obligation to revise or update these materials. Toronto Hydro (including its directors, officers, employees, agents and subcontractors) hereby waives any and all liability for damages of whatever kind and nature which may occur or be suffered as a result of the use of these materials or reliance on the information therein. These materials may also contain forward-looking information within the meaning of applicable securities laws in Canada ("Forward-Looking Information"). The purpose of the Forward-Looking Information is to provide Toronto Hydro’s expectations about future results of operations, performance, business prospects and opportunities and may not be appropriate for other purposes. All Forward-Looking Information is given pursuant to the "safe harbour" provisions of applicable Canadian securities legislation. The words "anticipates", "believes", "budgets", "could", "estimates", "expects", "forecasts", "intends", "may", "might", "plans", "projects", "schedule", "should", "will", "would" and similar expressions are often intended to identify Forward-Looking Information, although not all Forward-Looking Information contains these identifying words. The Forward-Looking Information reflects the current beliefs of, and is based on information currently available to, Toronto Hydro’s management. The Forward-Looking Information in these materials includes, but is not limited to, statements regarding Toronto Hydro’s future results of operations, performance, business prospects and opportunities. The statements that make up the Forward-Looking Information are based on assumptions that include, but are not limited to, the future course of the economy and financial markets, the receipt of applicable regulatory approvals and requested rate orders, the receipt of favourable judgments, the level of interest rates, Toronto Hydro’s ability to borrow, and the fair market value of Toronto Hydro’s investments. The Forward-Looking Information is subject to risks, uncertainties and other factors that could cause actual results to differ materially from historical results or results anticipated by the Forward-Looking Information. The factors which could cause results or events to differ from current expectations include, but are not limited to, the timing and amount of future cash flows generated by Toronto Hydro's investments, market liquidity and the quality of the underlying assets and financial instruments, the timing and extent of changes in prevailing interest rates, inflation levels, legislative, judicial and regulatory developments that could affect revenues, and the results of borrowing efforts. Toronto Hydro cautions that this list of factors is not exclusive. All Forward-Looking Information in these materials is qualified in its entirety by the above cautionary statements and, except as required by law, Toronto Hydro undertakes no obligation to revise or update any Forward-Looking Information as a result of new information, future events or otherwise after the date hereof.

Take the Session Survey.

We want to hear from you! Be sure to complete the session evaluation on the SAPPHIRE NOW and ASUG Annual Conference mobile app.



Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

<http://info.asug.com/2019-ac-slides>

Q&A

For questions after this session, contact us at ASrivastava@torontohydro.com
and MWalker@torontohydro.com

What about your contact info?

Let's Be Social.

Stay connected. Share your SAP experiences anytime, anywhere.

Join the ASUG conversation on social media: **@ASUG365 #ASUG**

