



PROCEDURE

Market Manual 2: Market Administration

**Part 2.13: Change and
Baseline Management**

Issue 3.0

This document describes the Market Place Change Management and Market Design Baseline Management services to be provided by the *IESO* to ensure an effective and orderly evolution of the *IESO-administered markets*.

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This *market manual* may contain a summary of a particular *market rule*. Where provided, the summary has been used because of the length of the *market rule* itself. The reader should be aware, however, that where a *market rule* is applicable, the obligation that needs to be met is as stated in the “Market Rules”. To the extent of any discrepancy or inconsistency between the provisions of a particular *market rule* and the summary, the provision of the *market rule* shall govern.

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Document Change History

Issue	Reason for Issue	Date
1.0	Initial release for Baseline 7.0	January 9, 2002
2.0	Update for Baseline 8.0, reflecting external and internal stakeholder comments and experience gained in rolling-out changes after market commencement.	September 25, 2002
3.0	Name and logo changed to <i>IESO</i> .	September 14, 2005

Related Documents

Document ID	Document Title
MDP_MAN_0002	Market Manual 2, Part 2.0: Market Administration Overview

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Table of Changes

Reference	Description of Change
Throughout	Name and logo changed to <i>IESO</i> .

Market Manuals

The *market manuals* consolidate the market procedures and associated forms, standards, and policies that define the operation of the various areas within the *IESO-administered markets*. Market procedures provide more detailed descriptions of the requirements for various activities than are specified in the *market rules*. Where there is a discrepancy between the requirements in a document within a *market manual* and the *market rules*, the *market rules* shall prevail. Standards and policies appended to, or referenced in, these procedures provide a supporting framework.

Market Procedures

The “Market Administration Manual” is Volume 2 of the *market manuals*, where this document forms “Part 2.13: Change and Baseline Management”.

A list of the other component parts of the “Market Administration Manual” is provided in “Part 2.0: Market Administration Overview”, in Section 2, About this Manual.

Structure of Market Procedures

This market procedure consists of the following contents:

1. **‘Introduction’**, which contains general information about the procedure, including an overview, a description of the purpose and scope of the procedure, and information about roles and responsibilities of the parties involved in the procedure.
2. **‘Change and Baseline Management’**, which describes the steps of this process.
3. **‘Procedural Work Flow’**, which contains a graphical representation of the steps and flow of information within the procedure.
4. **‘Procedural Steps’**, which contains a table that describes each step and provides other detail related to each step.

Conventions

The *market manual* standard conventions are as defined in the “Market Manual Overview” document.

Contacting the IESO

If the *market participant* wishes to contact the *IESO*, the *market participant* can contact the *IESO* Help Centre via email at helpcentre@ieso.ca or via telephone, mail or courier to the numbers and addresses given on the *IESO*'s Web site (www.ieso.ca - or click on 'Have a question?' to go to the "Contacting the IESO" page). If the *IESO* Help Centre is closed, telephone messages or emails may be left in relevant voice or electronic *IESO* mailboxes, which will be answered as soon as possible by Help Centre staff.

– End of Section –

1. Introduction

1.1 Purpose

The *IESO* will provide Market Place Change Management services and will establish and maintain a Market Design Baseline for *market participants* and stakeholders in the *IESO-administered markets*. This document outlines:

- the scope and objective for the Market Place Change Management process;
- the steps within the Market Place Change Management process for the identification, assessment, approval and implementation of proposed changes;
- the context in which these will operate, including the interaction between the *IESO* and the external parties; and
- the scope and objectives of the Market Design Baseline as managed by the *IESO*.

1.2 Objective

The objective of this document is to ensure that there is a process to manage changes so that all the functionality of the market place systems and procedures remains consistent with each other, with the *market rules*, and with pertinent legislation. Specifically, this document is intended to ensure that:

- the impact of any proposed change is clearly understood in terms of quality, cost and time spent by *market participants* and the *IESO*;
- the Market Design Baseline is established and maintained;
- the definition of the Market Design Baseline is comprehensive in scope, is self-consistent, and that no gaps in coverage exist; and
- *market participants* are consulted through standing committees on the commercial impact of change and the implementation effect on their processes and systems.

1.3 Scope

The rationale for establishing a Market Place Change Management process is to ensure that changes to the Ontario market design are made in a way that minimizes the disruption to *market participant* processes and systems.

The design of *IESO-administered markets* is documented in the Market Place Design Baseline. The Market Design Baseline is made up of the set of public documents in which the *IESO* describes the

functioning of the *IESO-administered markets*. The documents include the *market rules*, *market manuals*, the technical interface documents and other documents as published on the *IESO* Web site.

The *IESO* will coordinate an impact assessment on all changes to the Market Design Baseline to ensure potential impacts on *market participants* and the *IESO* are identified and managed. Changes to *market manuals* and other documentation and to market systems may result from the passage of *market rule* amendments.

This manual does not deal with the process for changing the *market rules* which is described in “Market Manual, Part 2.3 Amendment and Publication of the Market Rules”.

1.4 Roles and Responsibilities

Market Participants

- *Market participants* may present to the *IESO* proposals for changes to be made to the functionality of existing market system software and market procedures.
- An entity such as a *market participant* that proposes a change will be known as a change initiator.
- *Market participants* that choose to respond to the *IESO* request(s) for assessment of the impact of a proposed change shall do so within the specified timelines.

IESO

- The *IESO* is required under the *market rules* (chapter 1 section 7.7.2A) to establish a procedure for the stakeholding of *market manuals*. This manual fulfills that requirement.
- *IESO* staff may be a change initiator.
- The *IESO* is responsible for notifying *market participants* of the progress of any proposed changes.

– End of Section –

2. Change and Baseline Management

2.1 Overview

This Market Place Change Management process is designed to ensure an orderly implementation of change to the *IESO-administered markets* and to ensure that all aspects of the implementation of the design remain consistent with each other.

Proposed changes will come from *market participants*, *IESO* and stakeholders. The *IESO* will record the proposed changes to the existing functionality and where appropriate develop solutions for how the changes could be implemented.

The *IESO* will coordinate an impact assessment of the proposed changes to ensure potential impacts on *market participants* and the *IESO* are identified and managed. This impact assessment is a major component of the Market Place Change Management process.

Baseline management is another major component of the Market Place Change Management process. Once a proposed change has been approved, the change will be scheduled for introduction on an appropriate Baseline and Software Release date.

2.2 Baseline Management

2.2.1 General Description of the Baseline Management Process

To properly coordinate the evolution of the *IESO-administered markets*, change must be introduced in a controlled manner. The *IESO* uses Baselines and Software Releases to control change.

The *IESO* is required to provide consistent and common information on the design of the *IESO-administered markets*. This requirement can most effectively be managed through publication of material within a Market Design Baseline. A Baseline consists of documents that describe some aspect of the functionality of the *IESO-administered markets*, such as market system software documentation and procedures. All deliverables in the Market Design Baseline are maintained by the *IESO*.

A Baseline serves to freeze related components at logical points in time in the implementation of new functionality or processes. The rationale for establishing a Market Design Baseline is to ensure the design of the *IESO-administered markets* remains consistent internally to the *IESO* and with the *market rules* and other external requirements.

It is expected that there will continue to be *market rule* amendments and the addition of deferred and new functionality after the *IESO-administered markets* commence. The *IESO* must ensure that all aspects of the Market Design Baseline are kept synchronized with these *market rule* amendments and additional functionality.

2.2.2 Baseline Development Plan: a planned series of Baselines

A change could be composed of a series of small changes or a single more extensive change that impacts several processes or system applications. A Baseline provides the needed mechanism to introduce such a change or set of changes at one specific time, referred to as the Baseline date. Only on such dates do the new versions of documents take effect.

Baselines are expected to be implemented about every three months. The series of Baselines that are planned over the planning horizon of up to twenty-four months will form a Baseline Development Plan.

For each Baseline date in a Baseline Development Plan, there is a description of the change to be implemented and the nature and type of deliverables which are expected to be updated as part of the planned change. Deliverables such as *market manuals*, technical interface documents or user guides are all examples of the types of deliverables that would be changed.

Often a Baseline will include new *market rules* that have been approved much earlier but which will come into force at a specified Baseline date when the new functionality needed to support them has been implemented.

2.2.3 Relationship Between Baselines and Software Releases

Baselines and Software Releases are closely linked in the *IESO* change management process. Baselines and Software Releases are implemented on the same day. That is, new or altered market system software is implemented on the same day that Baselines are brought into force.

If a software release requires corresponding documentation to detail the market system software change, the documentation is included in the release of Baseline documents.

2.3 Change Management

2.3.1 Sources of Issues and Proposed Changes

Proposals to change the design of the *IESO-administered markets* will come from a variety of sources. Proposed changes can range from a small change to a bidding screen to broader requests such as the implementation of location-based marginal pricing.

Market participants may wish to present issues and proposed changes to the *IESO*. These may be presented to the *IESO* Help Centre which will record the issues and proposed changes and will act as the point of contact for *market participants* to track the progress of their issue or proposed change. The level of documentation to be supplied by stakeholders in presenting issues and proposed changes will be defined in a later version of this manual. For the time being, the level of documentation will be addressed between the *IESO* Help Centre and the *market participant* on a case-by-case basis.

IESO staff may also identify proposed changes to *market manuals*, supporting documentation or market system software.

Formal requests may come from the *OEB* in the form of a directive to the *IESO* requesting a particular design change to the *IESO-administered markets*.

The *IESO Board* may request that *IESO* management make a certain design change to the *IESO-administered markets*. The *Technical Panel* or other panels of the *IESO Board* may also request that the *IESO* examine proposed design changes to the *IESO-administered markets*.

IESO consultation with *market participants* and stakeholders may elicit proposals to change the design of the market system software and procedures.

Some issues that are raised will require *market rule* amendments. In these cases, the issue will be addressed by the *market rule* amendment process. The *market rule* amendment process is outlined in “Market Manual Part 2.3: Amendment and Publication of Market Rules”.

Once amended *market rules* are approved by the *IESO Board*, changes to *market manuals*, market system software and supporting documentation will be required to maintain consistency with *market rules*.

During non-business hours, requests for changes of an urgent nature should be made to the *IESO* IT Help desk.

2.3.2 Review of Issues or Proposed Changes

The *IESO* Help Centre staff, chairs of stakeholder groups or designated *IESO* staff will represent the stakeholders' proposal where stakeholders have requested a change to the *IESO-administered markets*. Where similar issues or proposed changes have been presented by other stakeholders, these will be grouped together to present a complete picture. Related issues will also be grouped together for consideration.

The *IESO* will review each issue in terms of the potential benefit, complexity, cost and time expected to be required by the *IESO* and *market participants* to implement the proposed change. At this time, the *IESO* may choose to reject an issue or proposed change.

The *IESO* may accept the issue or proposed change for consideration if it:

- has not been previously assessed and rejected; and
- is consistent with the principles used in the design of the *IESO-administered markets* passed by the *IESO Board* in May 1999: efficiency, fairness, *reliability*, transparency, robustness and enforceability, detailed in Appendix B.

Where a stakeholder submits a change, that stakeholder will be notified:

- that the *IESO* is proceeding to address the issue. That is, the *IESO* will consider developing solutions to the issue or proposed change and the timing for this;
- that the issue has been deferred to some later period; or
- that the issue was rejected.

The *IESO* will notify stakeholders by posting information on the *IESO* Web site and providing an announcement of the posting. Depending upon the degree of change, the *IESO* may take further notification steps.

Where an issue or proposed change has been accepted for consideration, the *IESO* will make a preliminary assessment to determine if the issue or change merits a two-phase approach - that is, the Concept Development phase and the Implementation phase. In some instances the item is relatively straight-forward and detailed plans are not required. One such instance may be when a change is proposed that adds a column of information to an *IESO* report. The *IESO* will determine that these changes will bypass the Concept Development Phase and proceed to the Implementation Phase. In other instances, detailed plans and stakeholder review are required. These items will proceed to the Concept Development Phase.

2.3.3 Concept Development Phase

Development and Documentation of Proposed Solution(s)

IESO internal processes will develop one or more solutions to address the proposed change or issue. In some instances, only a single solution is viable. In other instances, more than one solution is available for development and consideration. In cases where the change is not a major change, the *IESO* will choose a preferred solution. In cases where the change is major, the *IESO* may present the solution alternatives to *market participants* for discussion. Note - the definition of a 'major change' will be specified in a later version of this document.

In some cases, further development may be stopped. This may occur if the *IESO* determines that the complexity (i.e. functionality) and effort (i.e. cost and time) required to implement the proposed change outweigh the anticipated benefits.

Where a stakeholder has presented a proposed change, that stakeholder will be kept advised of any decisions made by the *IESO* concerning the development of the issue or proposed change.

After the *IESO* has developed its preferred solution(s), the *IESO* will document the proposed changes. At this stage of the process, the proposed changes could be in the form of a set of requirements and documented in a strawman or similar vehicle. This documentation will be made available to *IESO* stakeholders for their review and impact assessment. In those cases where *market participants* will be involved in the discussion of solution alternatives, more than one solution will likely be documented.

Impact Assessments Gathered from Market Participants

The *IESO* will post on the *IESO's* web-site any new proposals to be evaluated. For each proposed change, stakeholders will be asked to assess the impacts of the proposed change on their systems and processes, including an indication of the time in which the change can be implemented.

The impact assessments of *market participants* will be gathered by the *IESO* through:

- e-mail; or

- via meetings of stakeholders. Such meetings could be ad-hoc or through one of the Market Advisory Council Standing Committees. The meetings could be held in person, via teleconference or through e-mail.

When the *IESO* schedules meetings of the standing committees, the *IESO* will attempt to bring together as many related proposed changes as possible into one meeting. The meeting will be used to review proposed changes and provide answers concerning the details of the change.

In all cases, there will be *IESO* web-site posting to advise industry members of progress on the issue.

Market Participant and IESO Impacts Analyzed

The *IESO* will coordinate the comments and feedback from *market participants*. The information gathered by the *IESO* will be made available to standing committee members. The information made available will include information about the impact of the proposed change on the *IESO*.

Where needed, the *IESO* will lead/coordinate detailed discussions on aspects of a change that may be preventing a complete assessment of impacts.

When there are aspects of a change that prevent an impact assessment from being completed, the *IESO* will initiate steps to address these aspects. The steps may include running workshops, establishing work groups on specific sub-issues, or organizing meetings of appropriate stakeholders needed to obtain an impact assessment.

Make Market Decision to Proceed with Change

Consideration must be given to the complexity and effort required to implement the proposed change. There must be due regard for budgetary implications in assessing the proposed changes.

The *IESO* will determine whether it intends to proceed with the change or not, taking into account the impacts on the *market participants* and the impacts on the *IESO*. The *IESO* will ensure that *market participants* are informed of the decision.

Where there is a decision to proceed with a proposed change, the *IESO* will schedule the implementation taking into account the comments of the *market participants*. There may be agreement to proceed with the solution but the timing may need to be deferred until funding is available.

2.3.4 Implementation Phase

Development and Documentation of Proposed Solution(s)

IESO internal processes will develop the market system software and/or procedural changes required to:

- meet the requirements prepared in the conceptual phase for proposed changes;
- address issues that did not require conceptual development; or

- facilitate implementation of approved *market rules*.

The *IESO* will implement new functionality via a series of software releases. These releases will normally be scheduled for specific dates and will define the appropriate content for each release as it enters development. The schedule for the proposed releases is communicated via a Release Calendar, posted on the *IESO's* web-site, which identifies the software releases that contain changes that affect *market participants*. The progress of each of the release components will be communicated via a series of Release Plans (Preliminary, Target and Final). The Release Plans provide the following information to *market participants*:

- list of market-facing functionality contained in the release;
- Release Notes for each new functionality, describing such things as: the nature of the problem, the proposed fix or enhancement, and what *market participants* are likely to experience as part of new functionality; and
- reference to related technical documentation, where applicable.

The amount of detail in the plan will depend on the scale and complexity of the implementation.

The *IESO* will prepare documentation of the proposed change(s). This documentation will typically include one or more of the following elements:

- supporting documentation for the required changes to market system software that accompany the software releases;
- red-lined versions of *market manuals* highlighting the proposed changes; and/or
- red-lined versions of other supporting documentation from the Market Design Baseline such as user guides.

The schedule for release of market-facing documentation is communicated via the Baseline Calendar. The Baseline Calendar dates are aligned with the Release Calendar dates so that the software releases and the documentation releases occur on the same date.

Impact Assessments Gathered from Market Participants

Documentation detailing the proposed change(s) will be made available to *market participants* for their review and impact assessment. The *IESO* will post new or revised documentation on the *IESO's* web-site. For each proposed change, *market participants* will be asked to assess the impacts of the content and timing of the proposed change on their systems and processes.

The impact assessments of *market participants* will be gathered by the *IESO* through:

- e-mail; or
- via meetings of *market participants*. Such meetings could be ad-hoc or through one of the Market Advisory Council Standing Committees. The meetings could be held in person, via teleconference or through e-mail.

When the *IESO* schedules meetings of the standing committees, the *IESO* will attempt to bring together as many related proposed changes as possible into one meeting. The meeting will be used to review proposed changes and provide answers concerning the details of the change.

In all cases, there will be *IESO* web-site posting to advise industry members of progress on the issue.

Market Participant and IESO Impacts Analyzed

The *IESO* will coordinate the comments and feedback from *market participants*. The information gathered by the *IESO* will be made available to standing committee members. The information made available will include information about the impact of the proposed change on the *IESO*.

Where needed, the *IESO* will lead/coordinate detailed discussions on aspects of a change that may be preventing a complete assessment of impacts.

When there are aspects of a change that prevent an impact assessment from being completed, the *IESO* will initiate steps to address these items. The steps may include running workshops, establishing work groups on specific sub-issues, or organizing meetings of appropriate stakeholders needed to obtain an impact assessment.

Make Market Decision to Proceed with Change

The *IESO* will determine whether it intends to proceed with the change or not, taking into account the impacts on the *market participants* and the impacts on the *IESO*. The *IESO* has four potential decision paths:

- proceed with implementation of the change;
- delay implementation (may require another round of *market participant* impact assessment);
- revise implementation documentation (proceed through the development and stakeholder impact assessment steps again); or
- reject the proposed change and do not implement.

Consideration must be given to the complexity and effort (cost, time and functionality) required to implement the proposed change. There must be due regard for budgetary implications in assessing the proposed changes. The *IESO* will ensure that *market participants* are informed of the decision. Where there is a decision to proceed with a proposed change, the *IESO* will schedule the implementation taking into account the comments of the *market participants*.

2.3.5 Modify Baseline Development Plan as Needed

The *IESO* will review proposed changes for the purposes of grouping a number of small related changes into a larger package which can be scheduled at the appropriate time as part of the appropriate Baseline.

As each proposed change is approved for implementation, the *IESO* will integrate each change into the appropriate Baseline. Based on information from the impact assessments provided by *market participants*, the *IESO* will establish a detailed schedule for the implementation of the change as part of a future Baseline.

As additional proposed changes are approved, the contents of a Baseline may be added to, items removed, or moved to a future Baseline. Alternatively, the date for the Baseline may be moved to better accommodate the demands of preparing the new or updated manuals, procedures, systems and systems documentation.

The *IESO* will advise *market participants* of any changes in the objectives, contents, and timing for each Market Design Baseline in the Baseline Development Plan.

2.3.6 Implement New Functionality

To implement market-facing documentation changes that form part of the Baseline, the *IESO* will move documents from the Pending Changes page of the *IESO* web-site to parts of the web-site where the documents in-force are identified (e.g. the Rules and Manuals page or the Technical Interfaces page).

To implement market system software changes, the *IESO* will make changes available on the Sandbox System, prior to implementation into Production, to enable *market participants* to coordinate their testing of the new functionality.

Except for changes to the Ontario wholesale market place for electricity that are implemented on an urgent basis, the implementation of new functionality should be associated with a specific software release date. The *IESO* may also adjust the contents or timing of a release as circumstances dictate.

In the cases described above, the *IESO* will endeavour to notify *market participants* of changes to the Release Plan as soon as possible.

– End of Section –

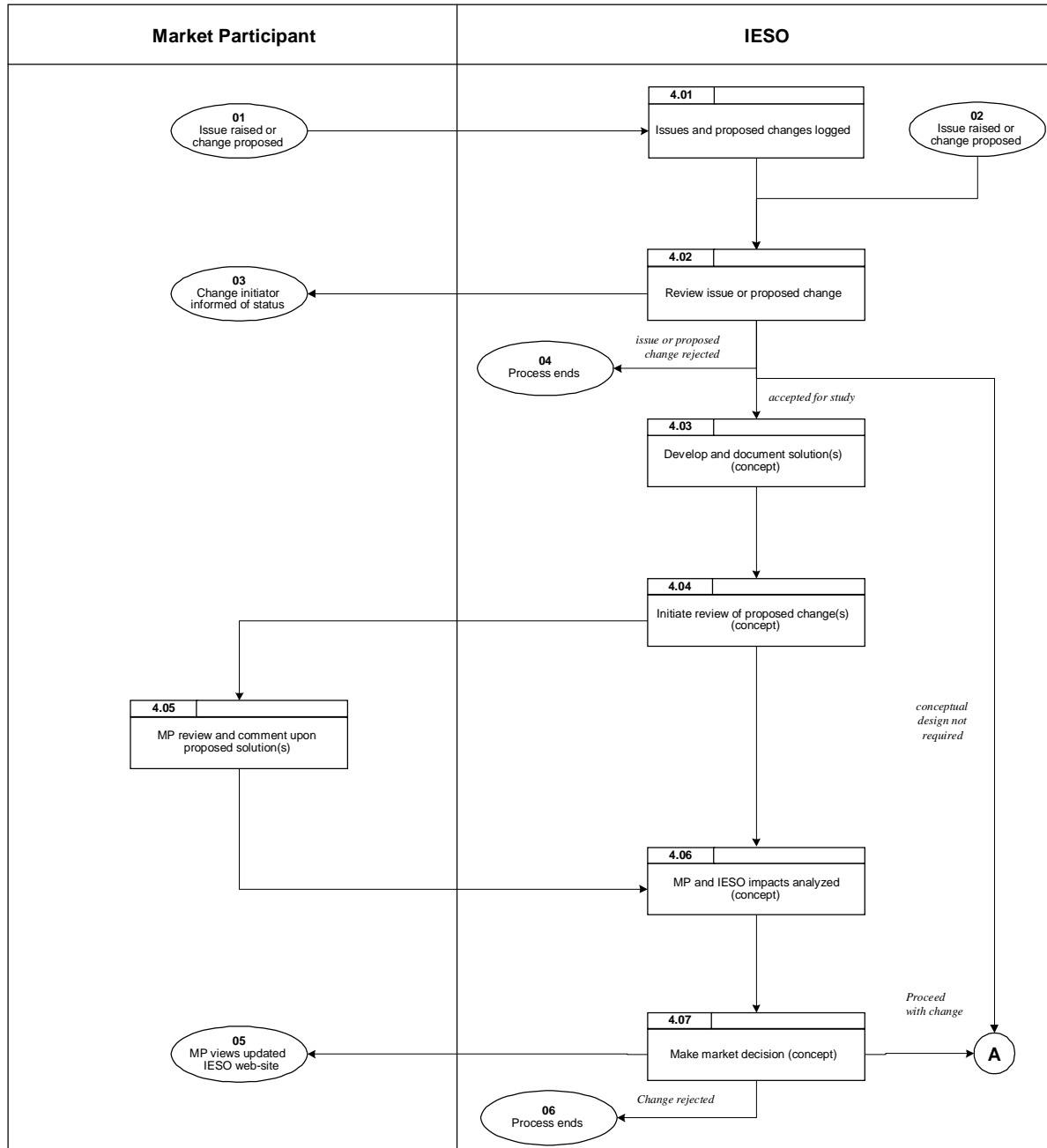
3. Procedural Work Flow

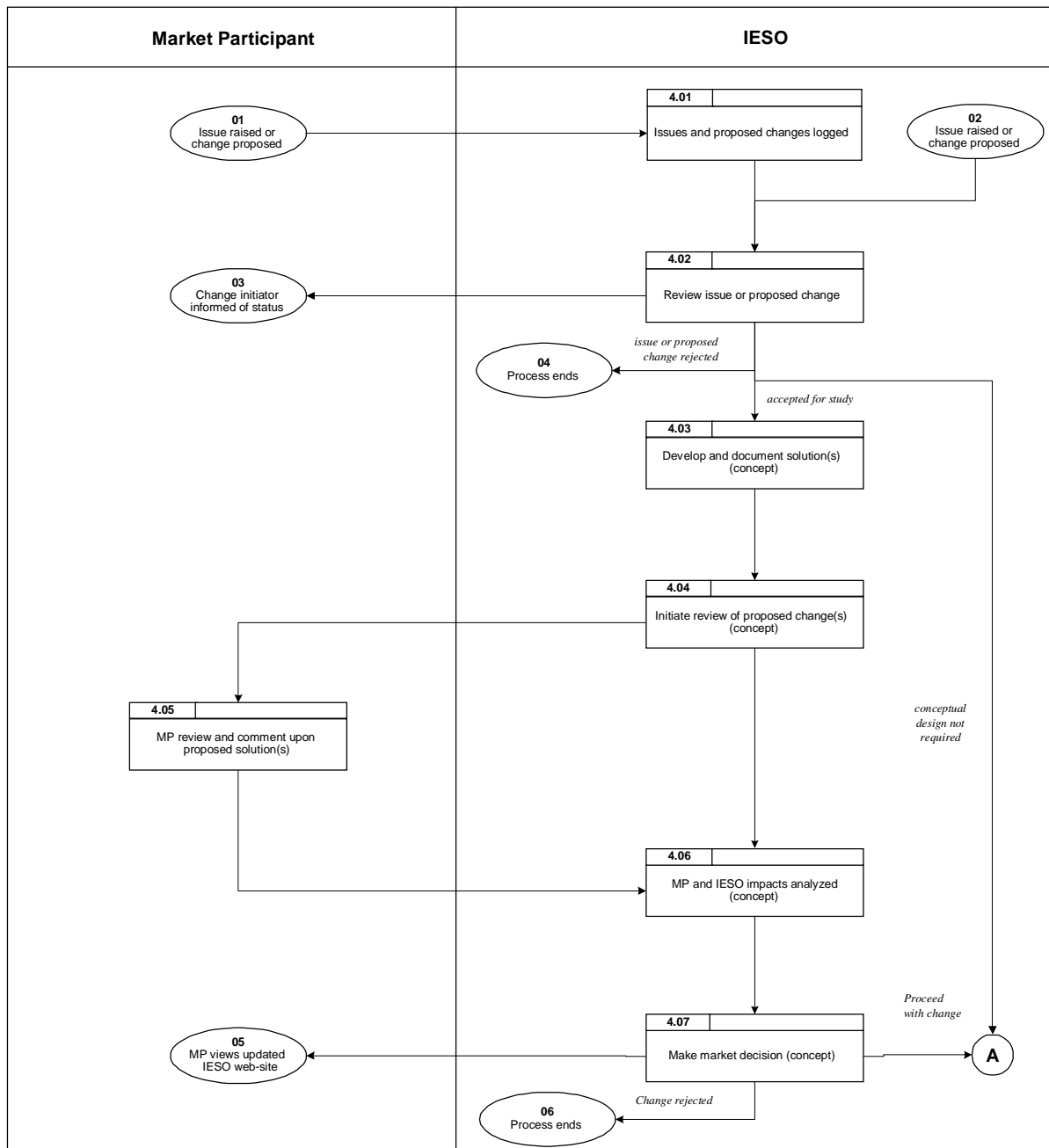
3.1.1 Baseline and Change Management Process

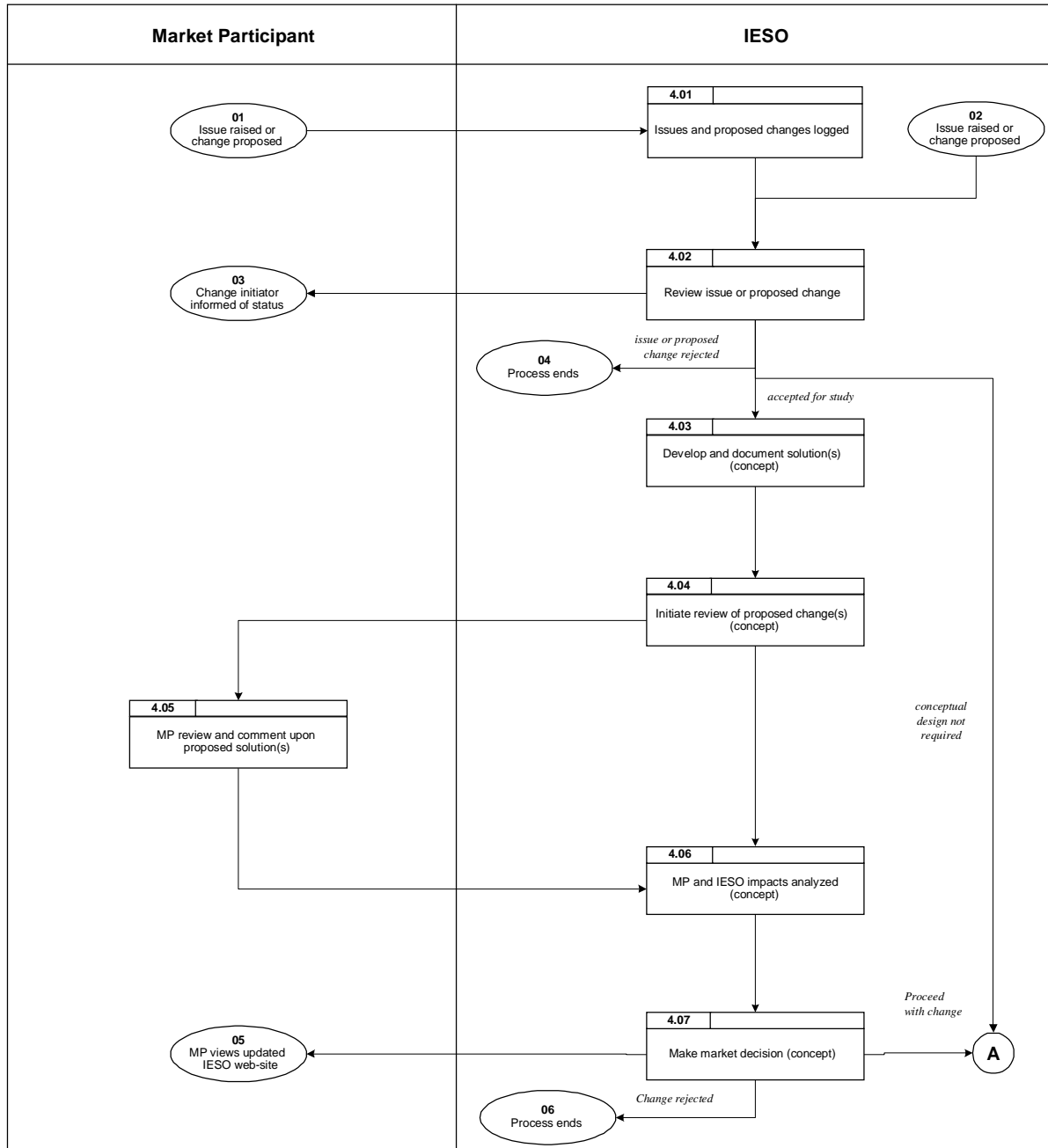
The following diagram represents the flow of information related to Market Place Change Management and Market Design Baseline between the *market participants* and the *IESO*.

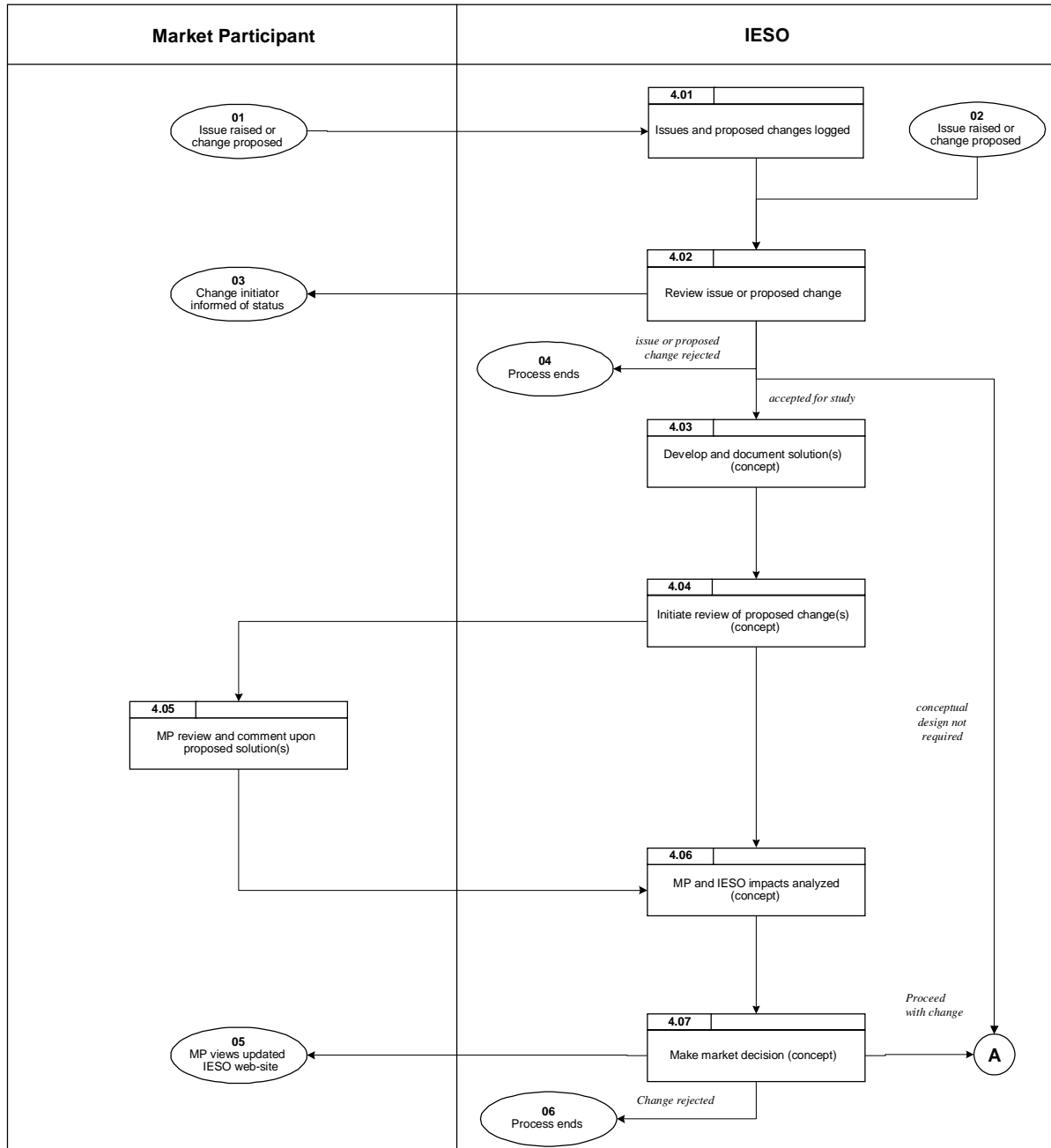
Table 3-1: Legend for Work Flow Diagrams

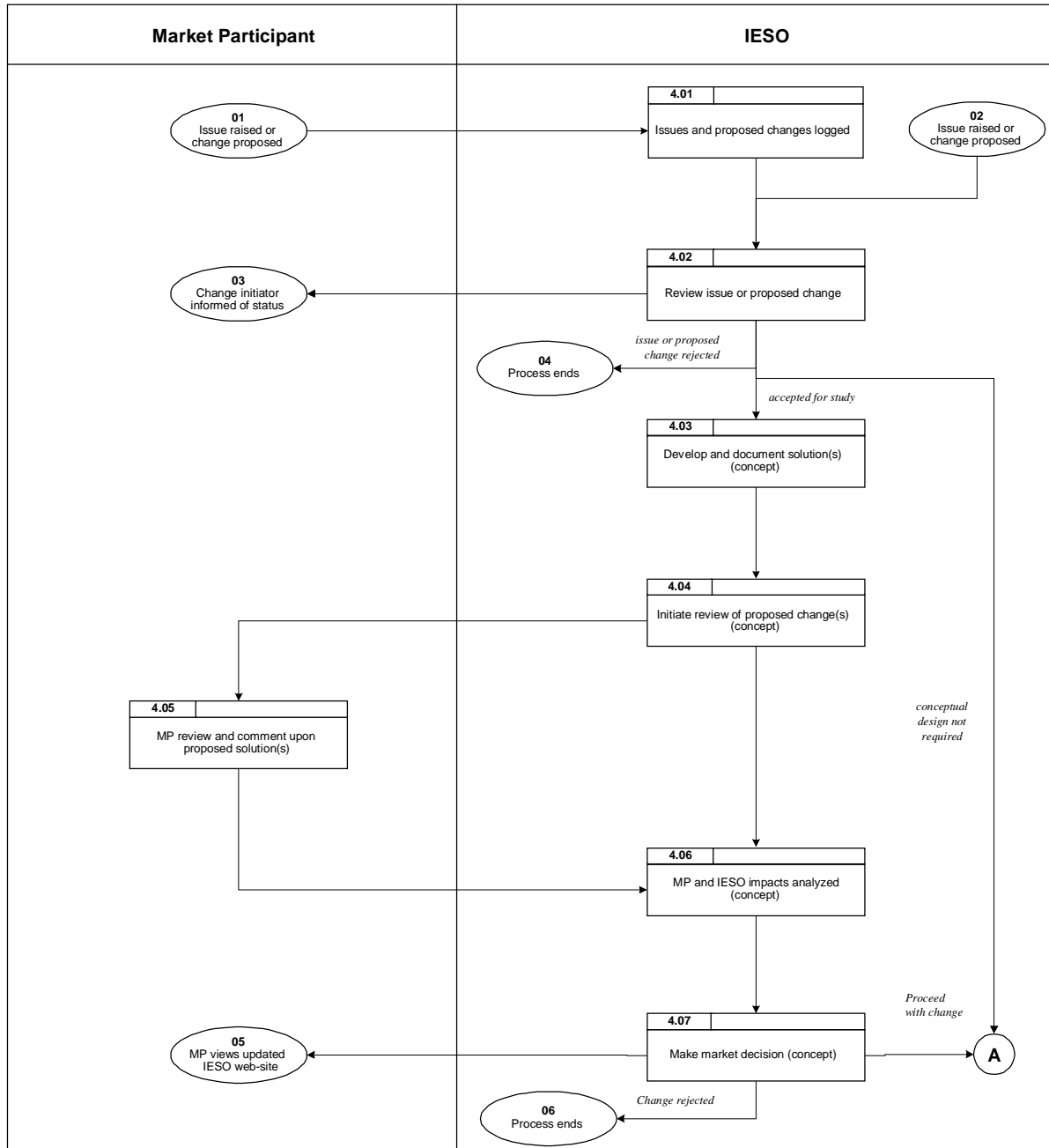
Legend	Description
Oval	An event that triggers task or that completes task. Trigger events and completion events are numbered sequentially within procedure (01 to 99)
Task Box	Shows reference number, party responsible for performing task (if “other party”), and task name or brief summary of task. Reference number (e.g., 4.02) indicates section number within current “Market Manual” (4), and task number (02)
Solid horizontal line	Shows information flow between the IESO and external parties
Solid vertical line	Shows linkage between tasks
Broken line	Links trigger events and completion events to preceding or succeeding task

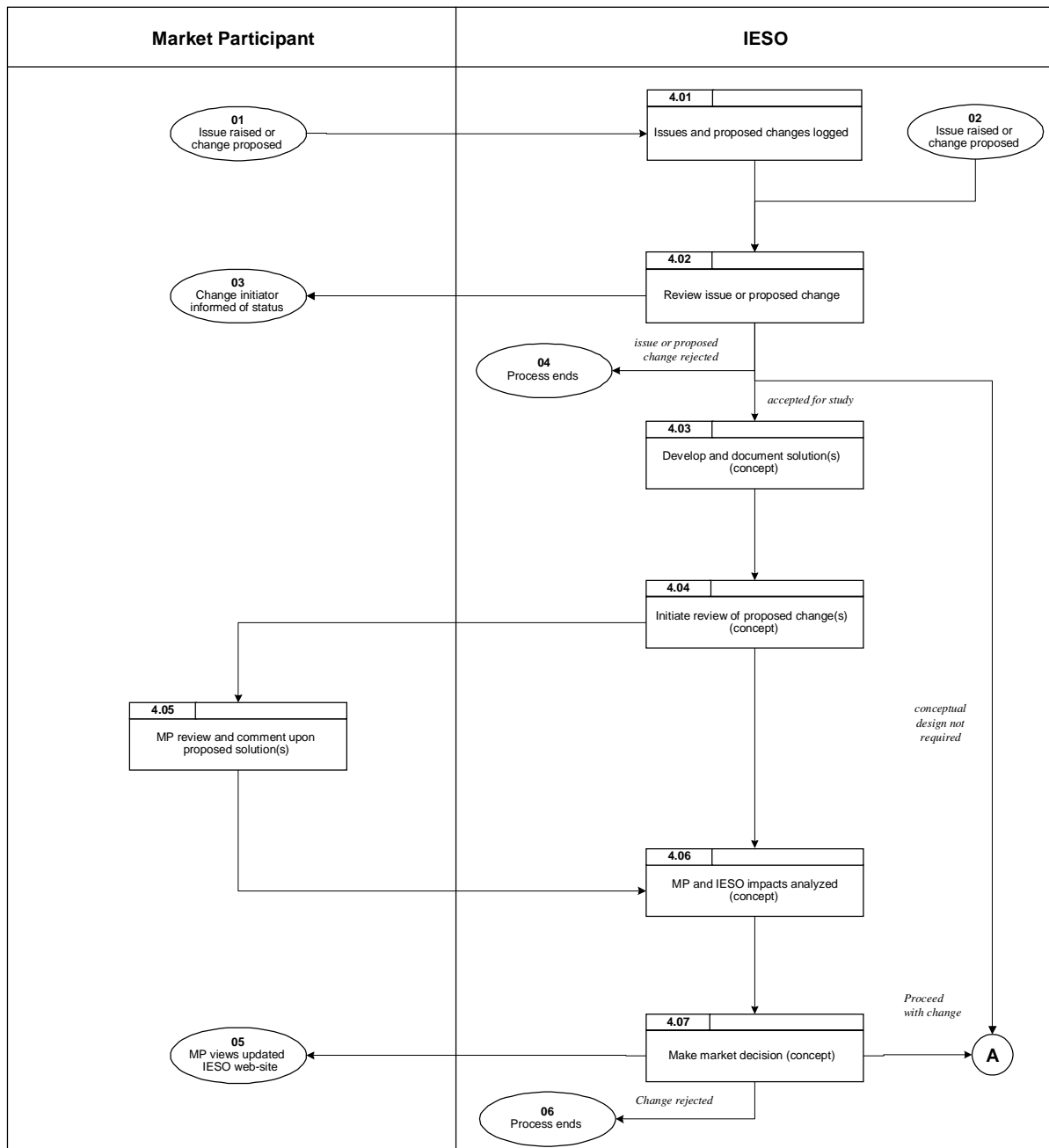


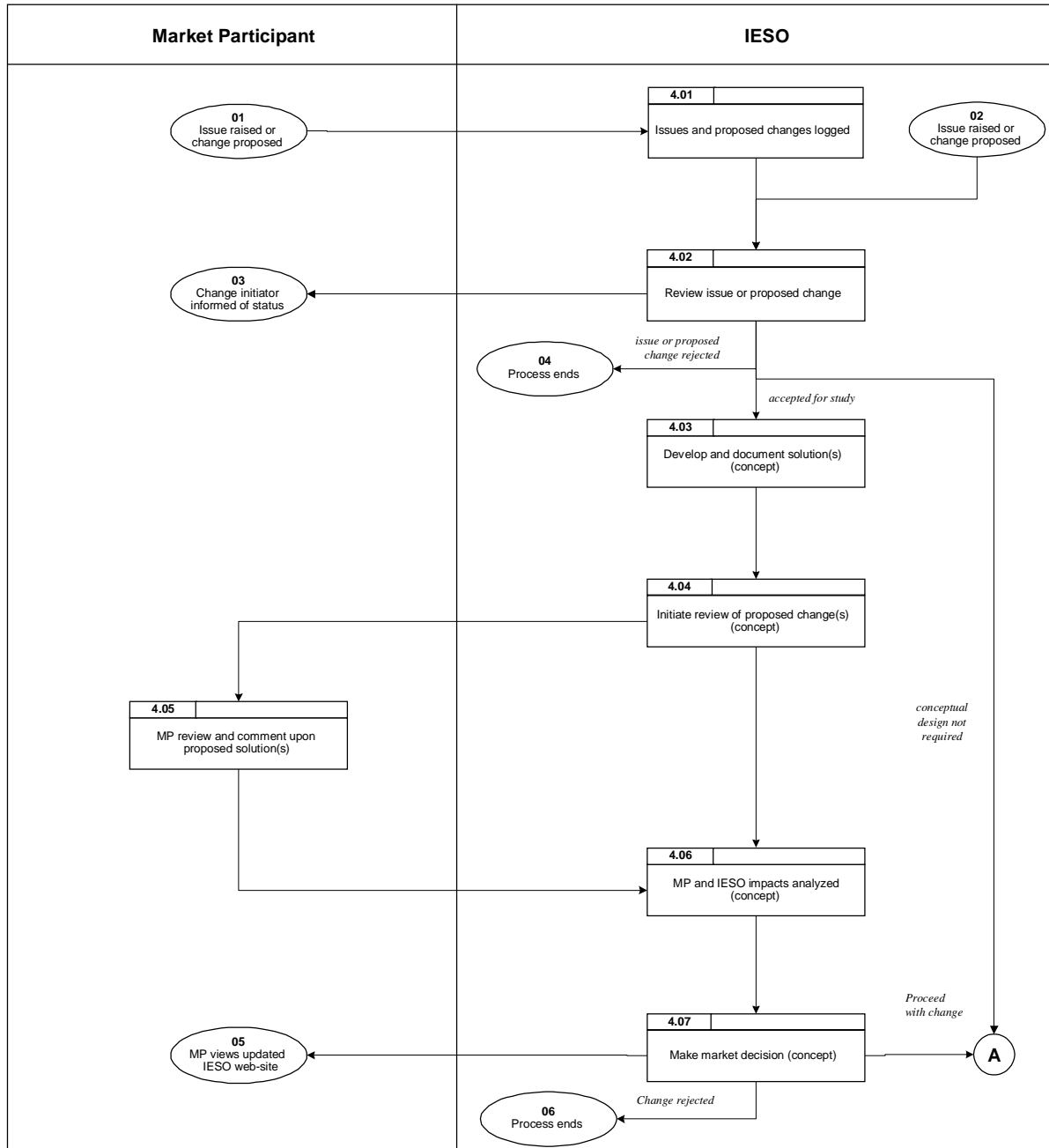


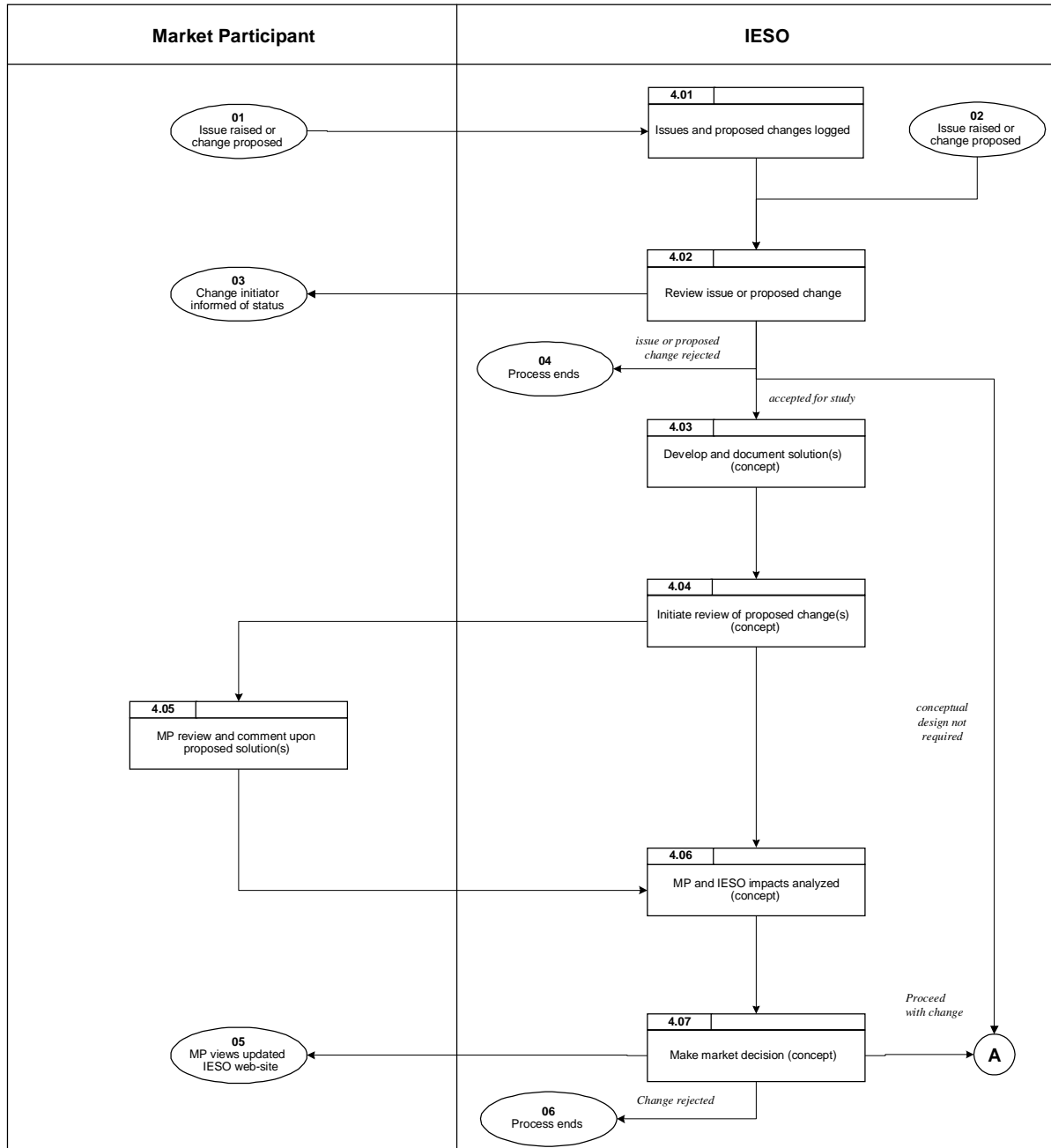


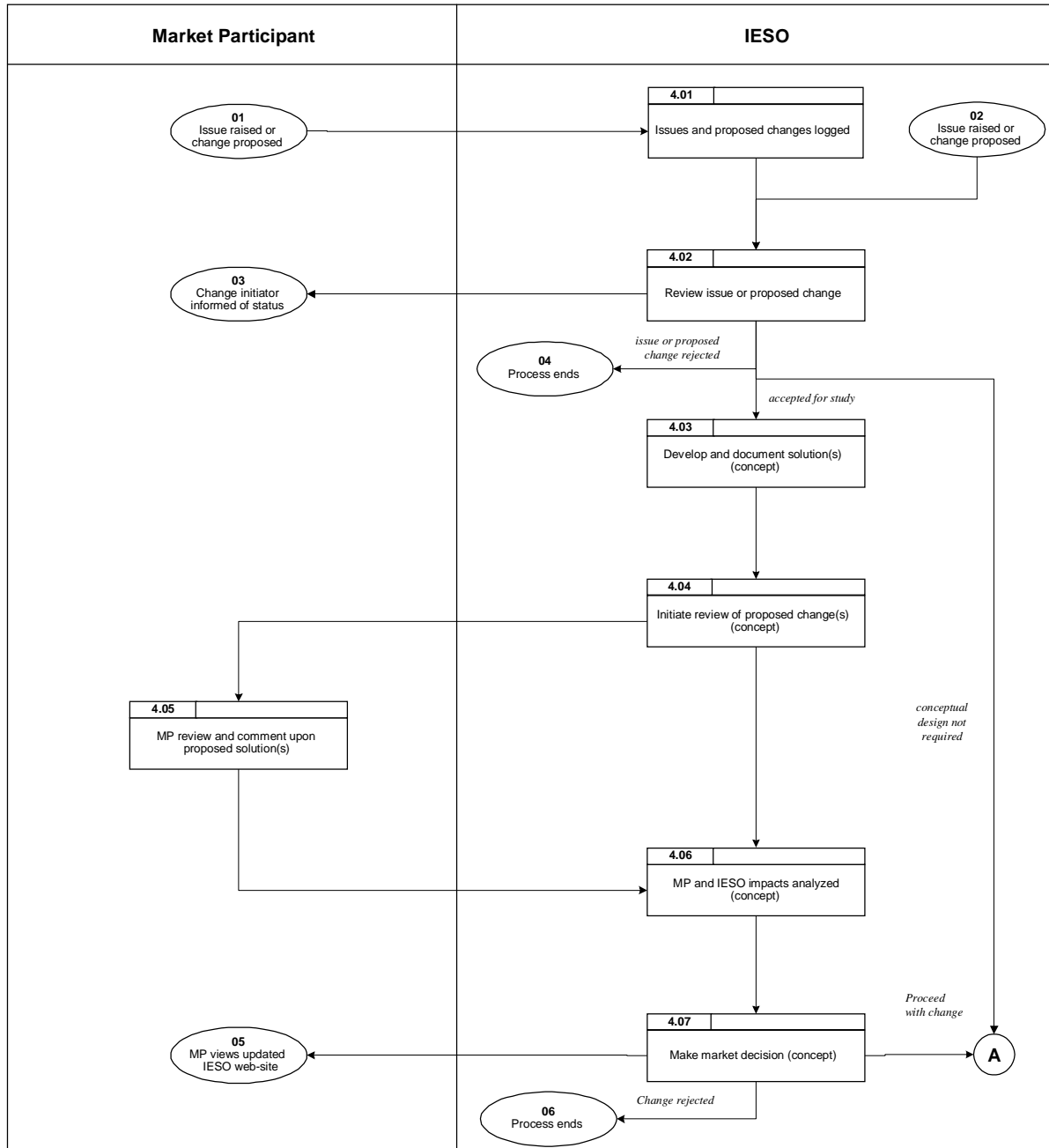


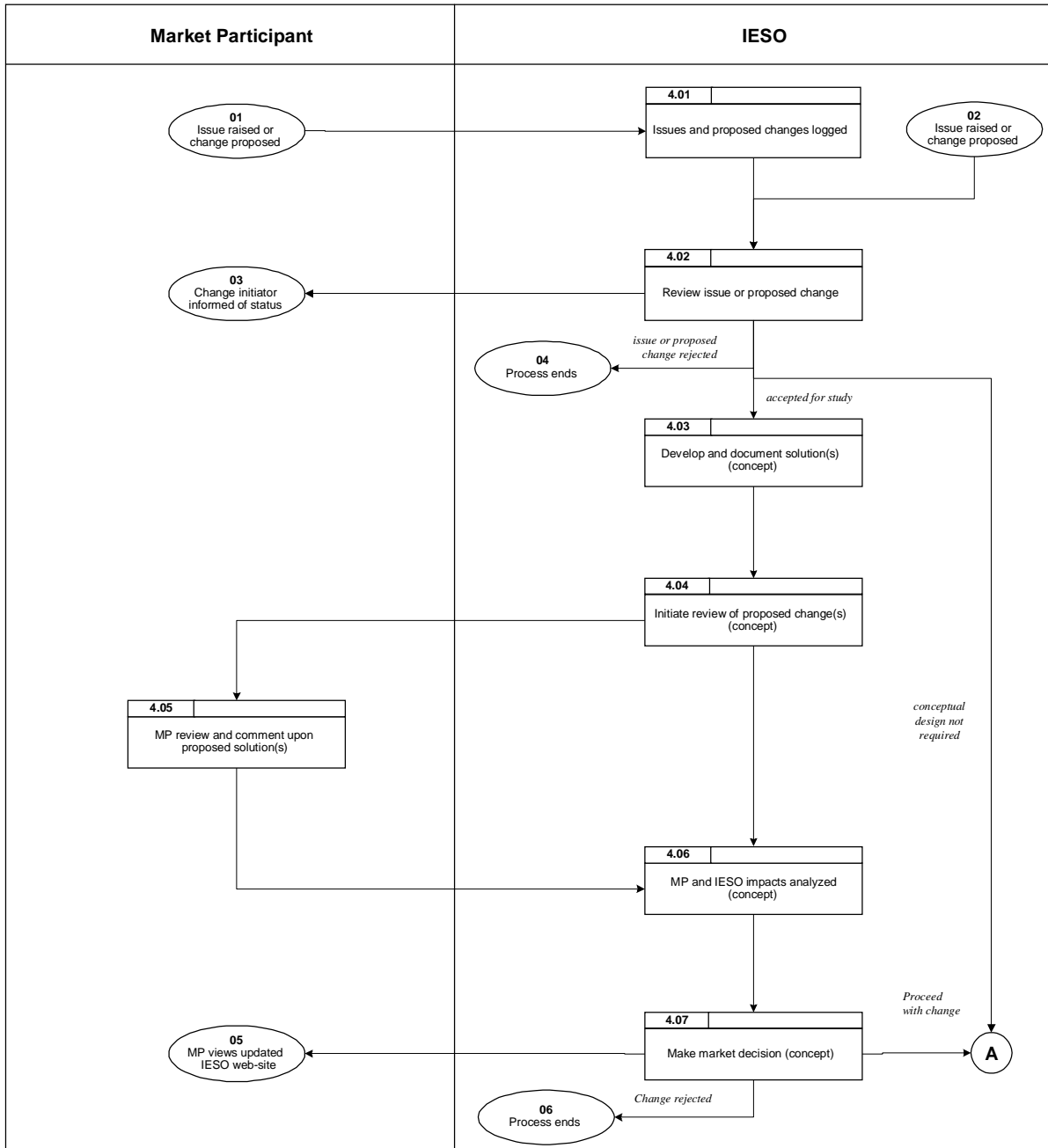


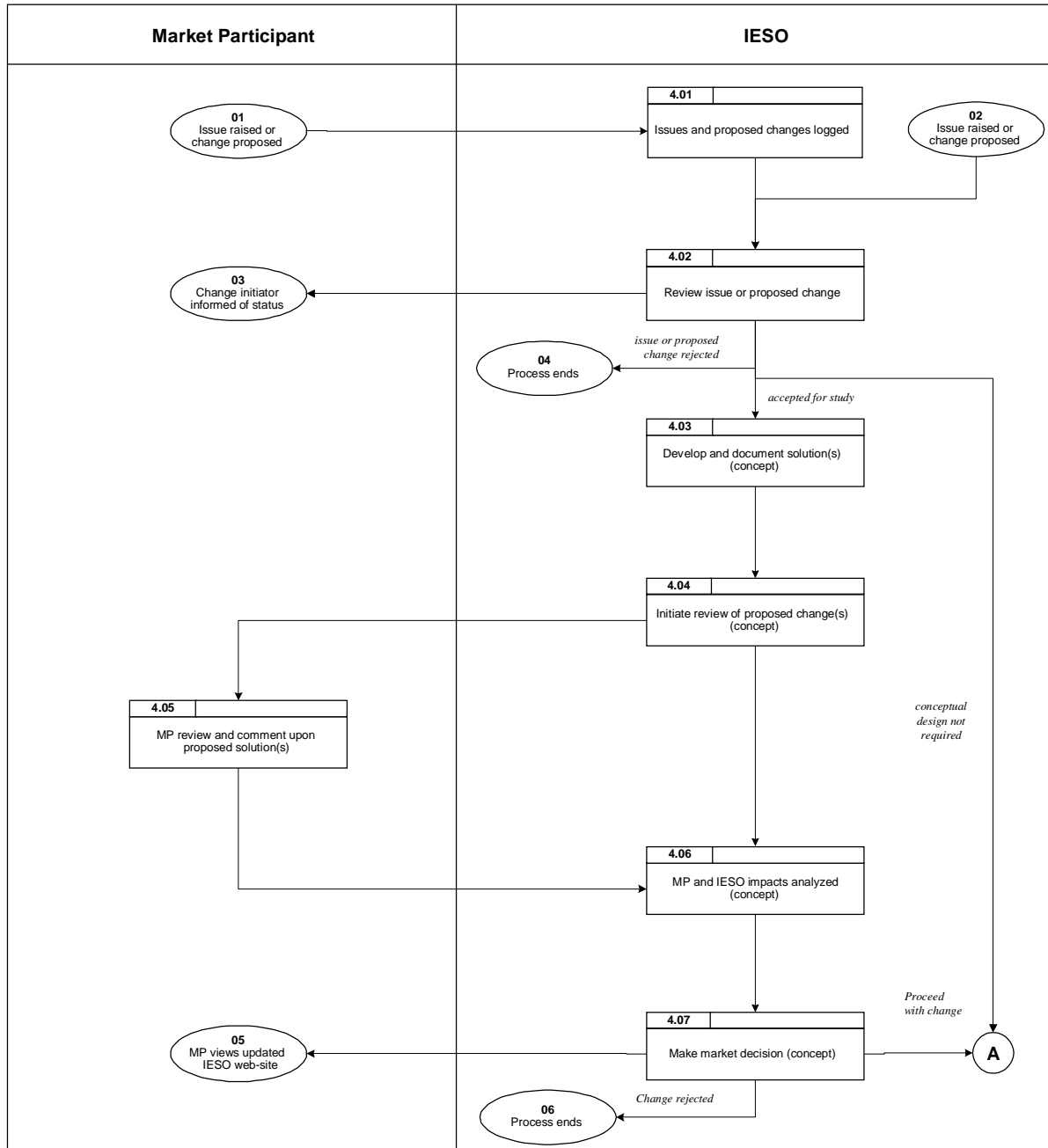


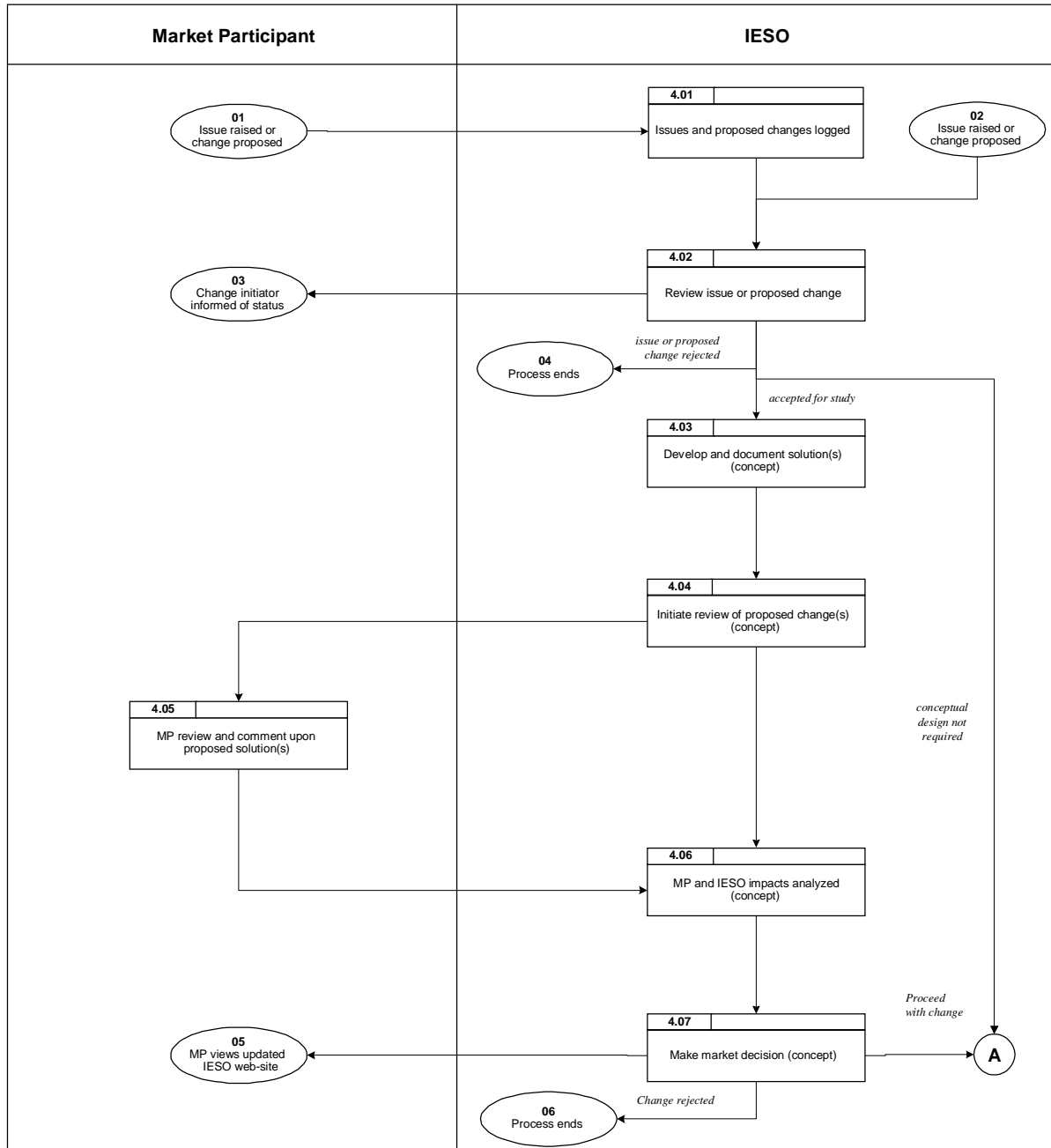


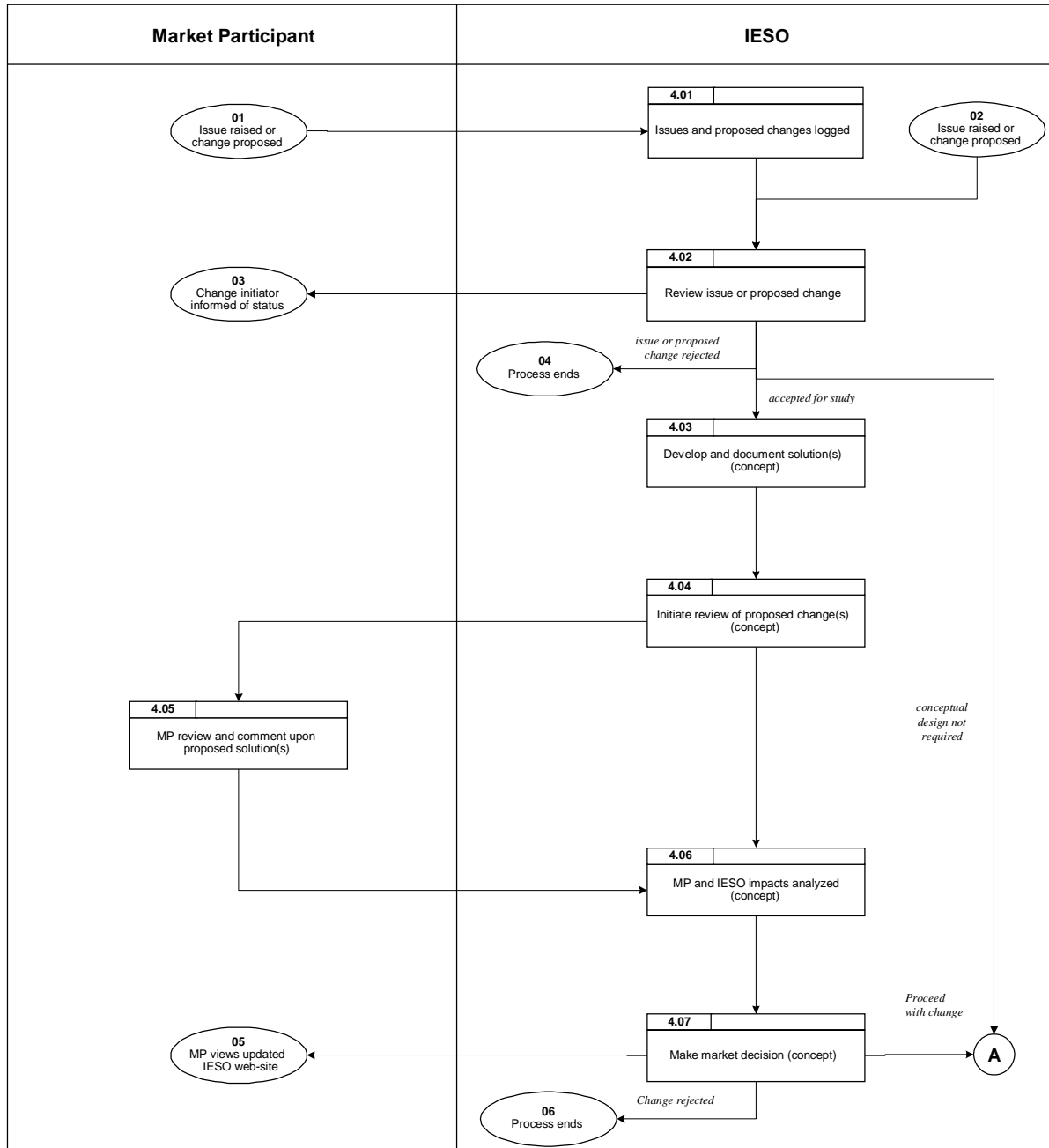


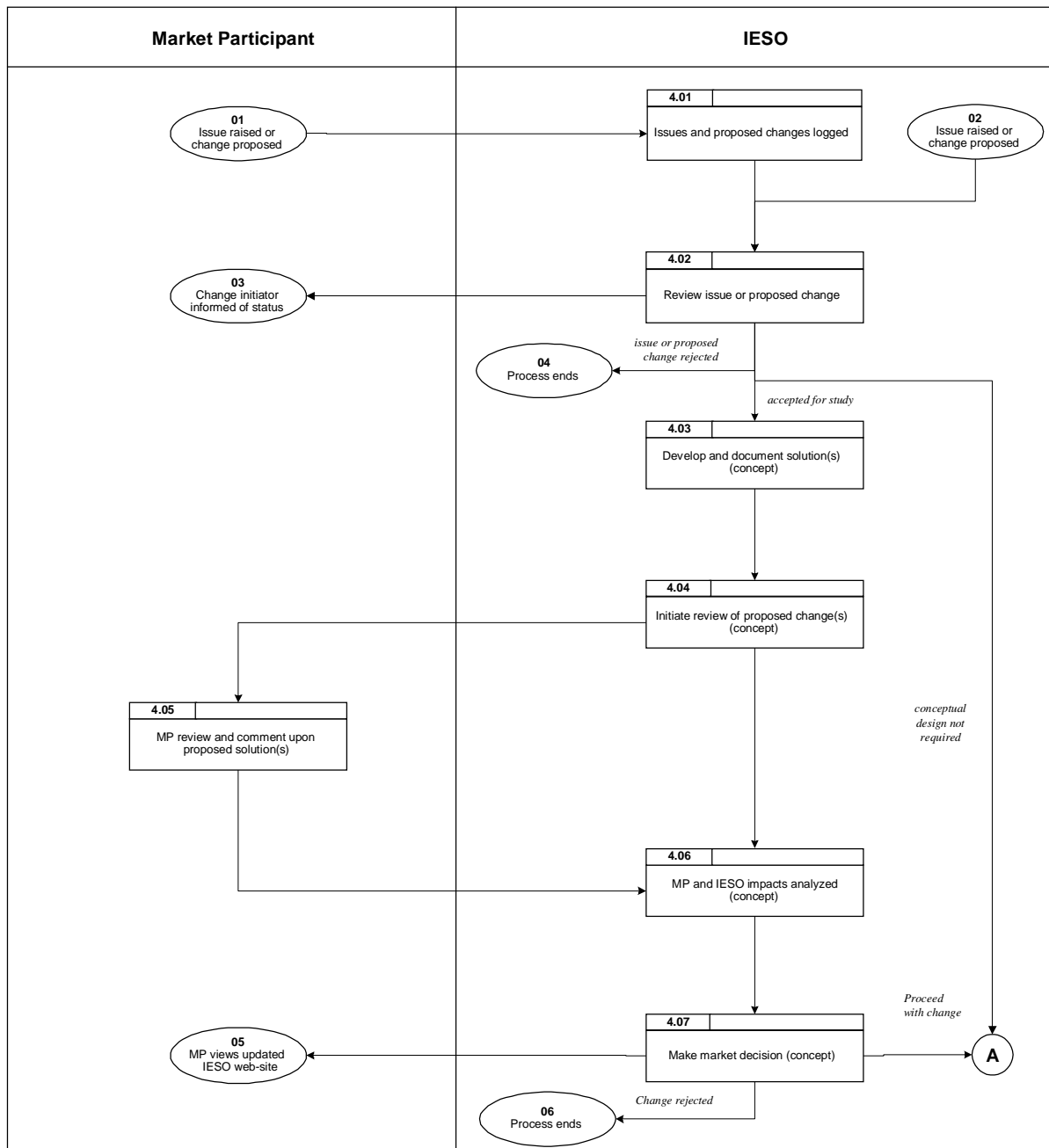


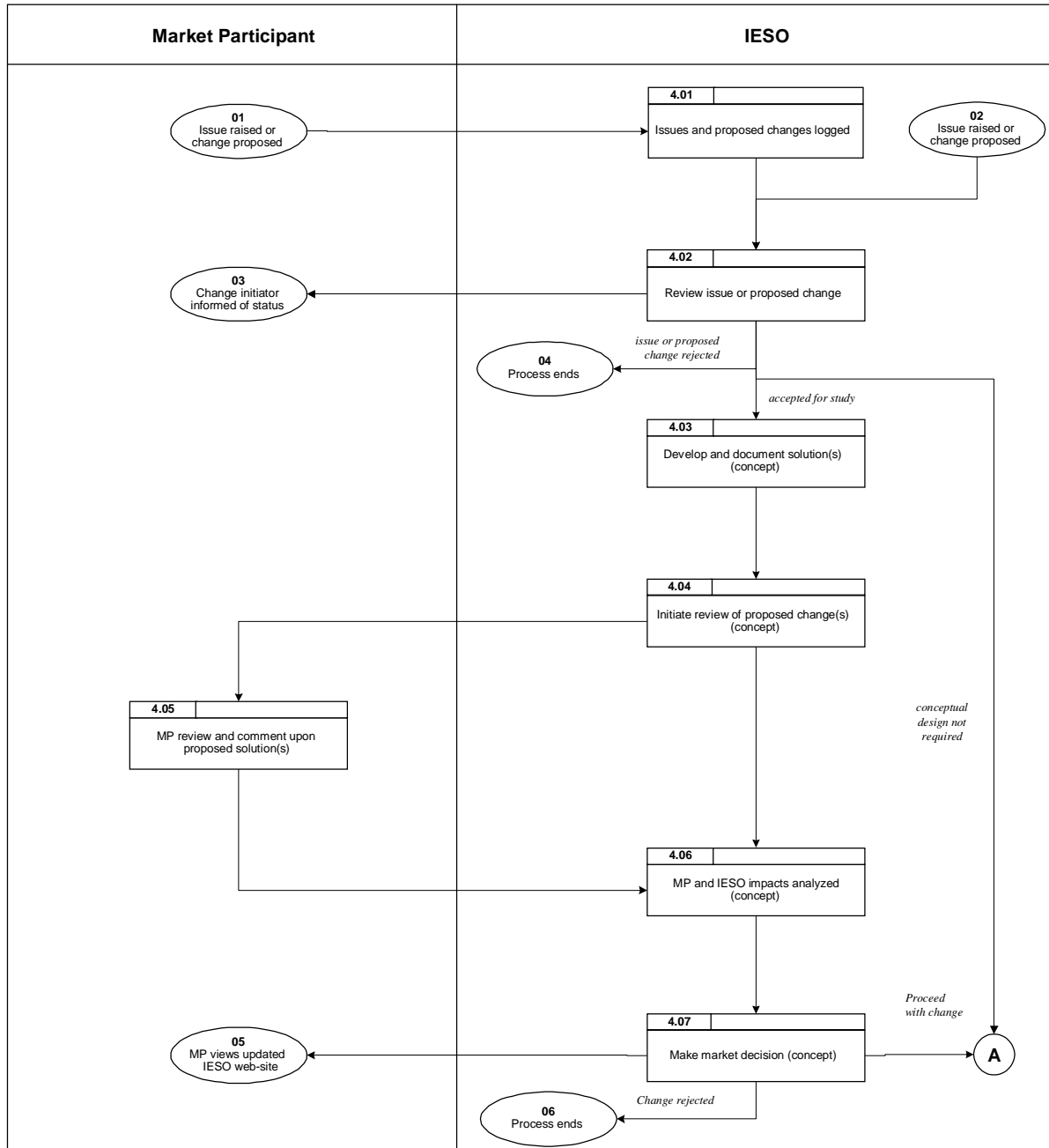


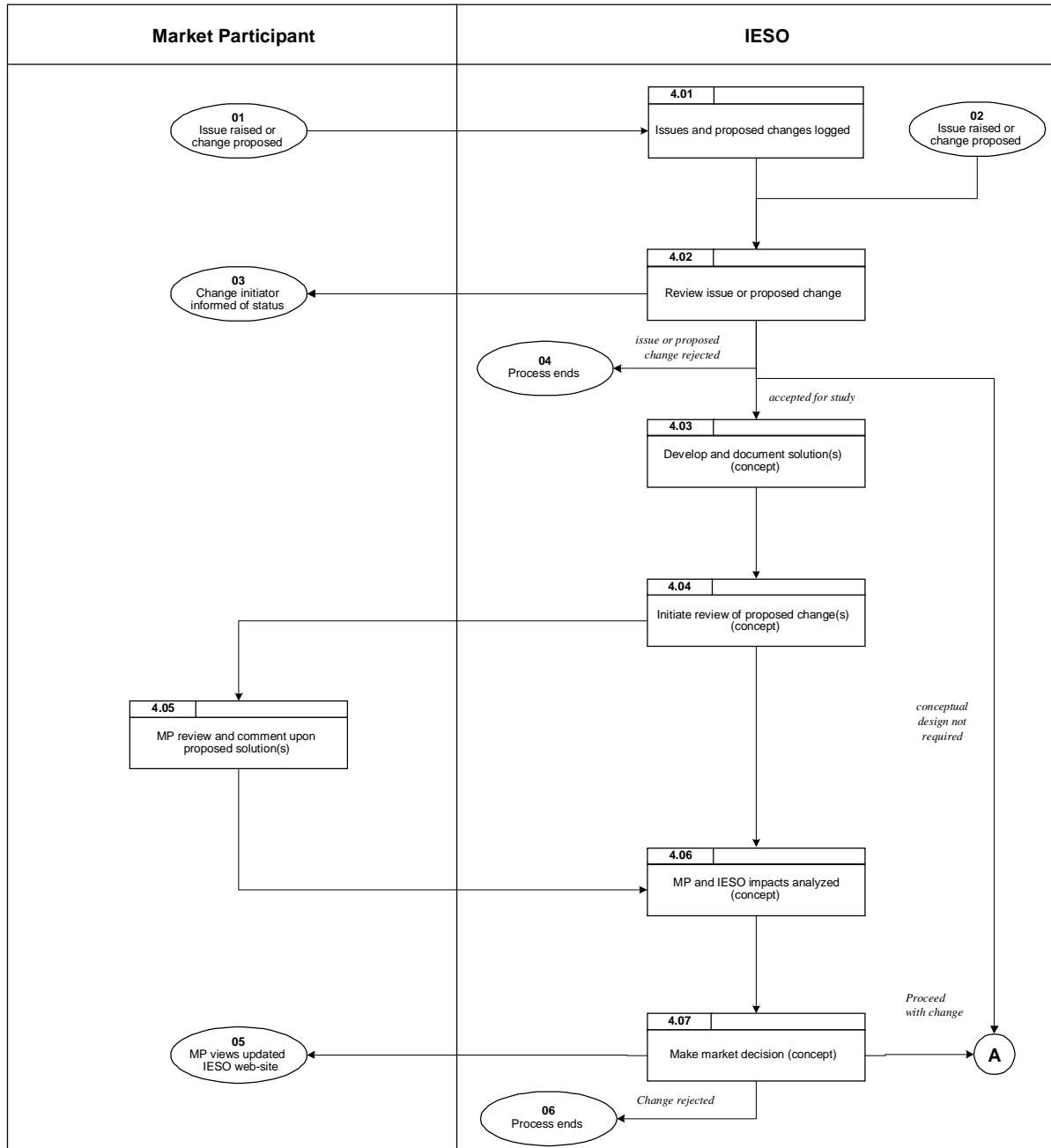












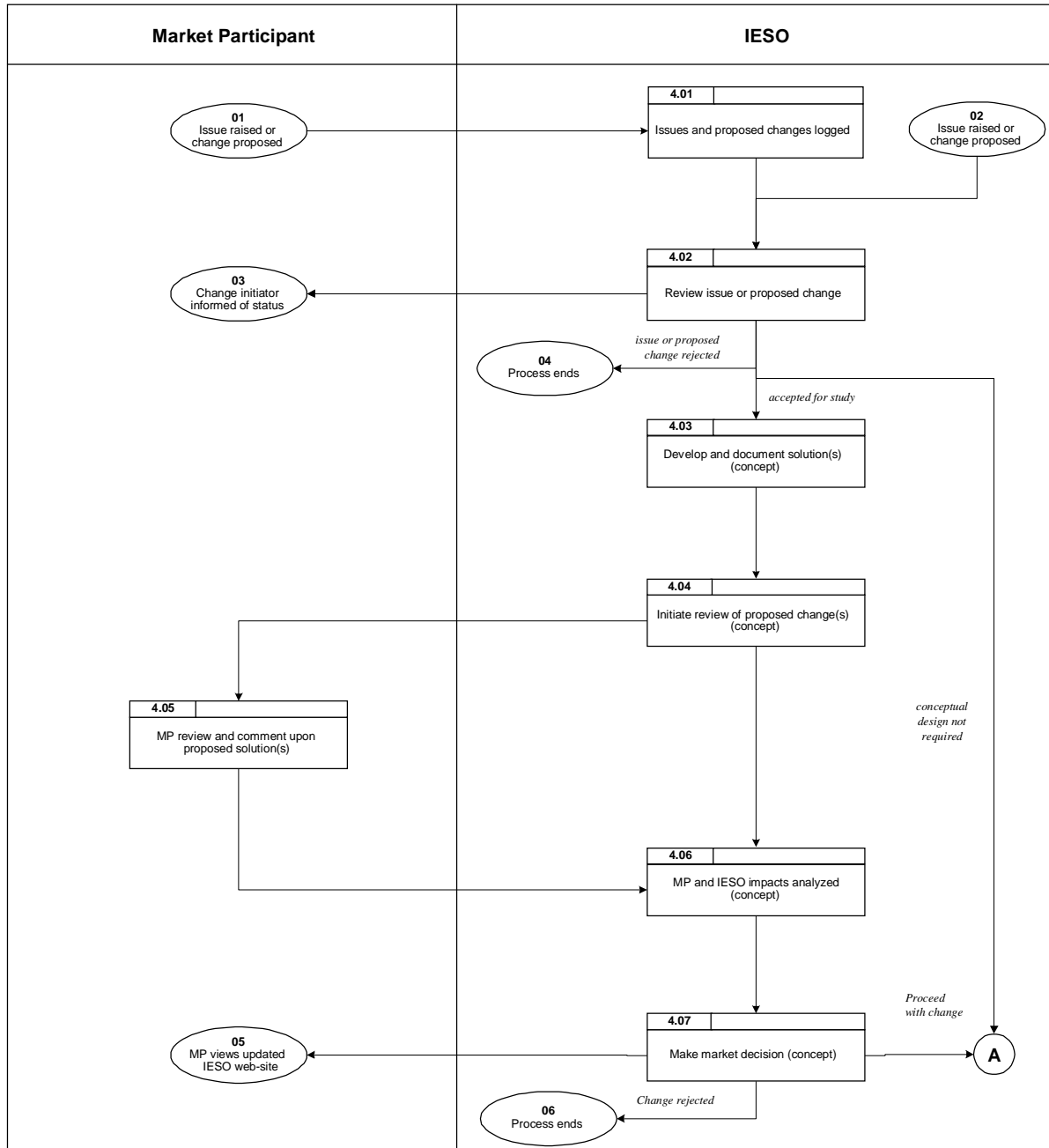


Figure 3-1a: Work Flow for Market Place Change Management

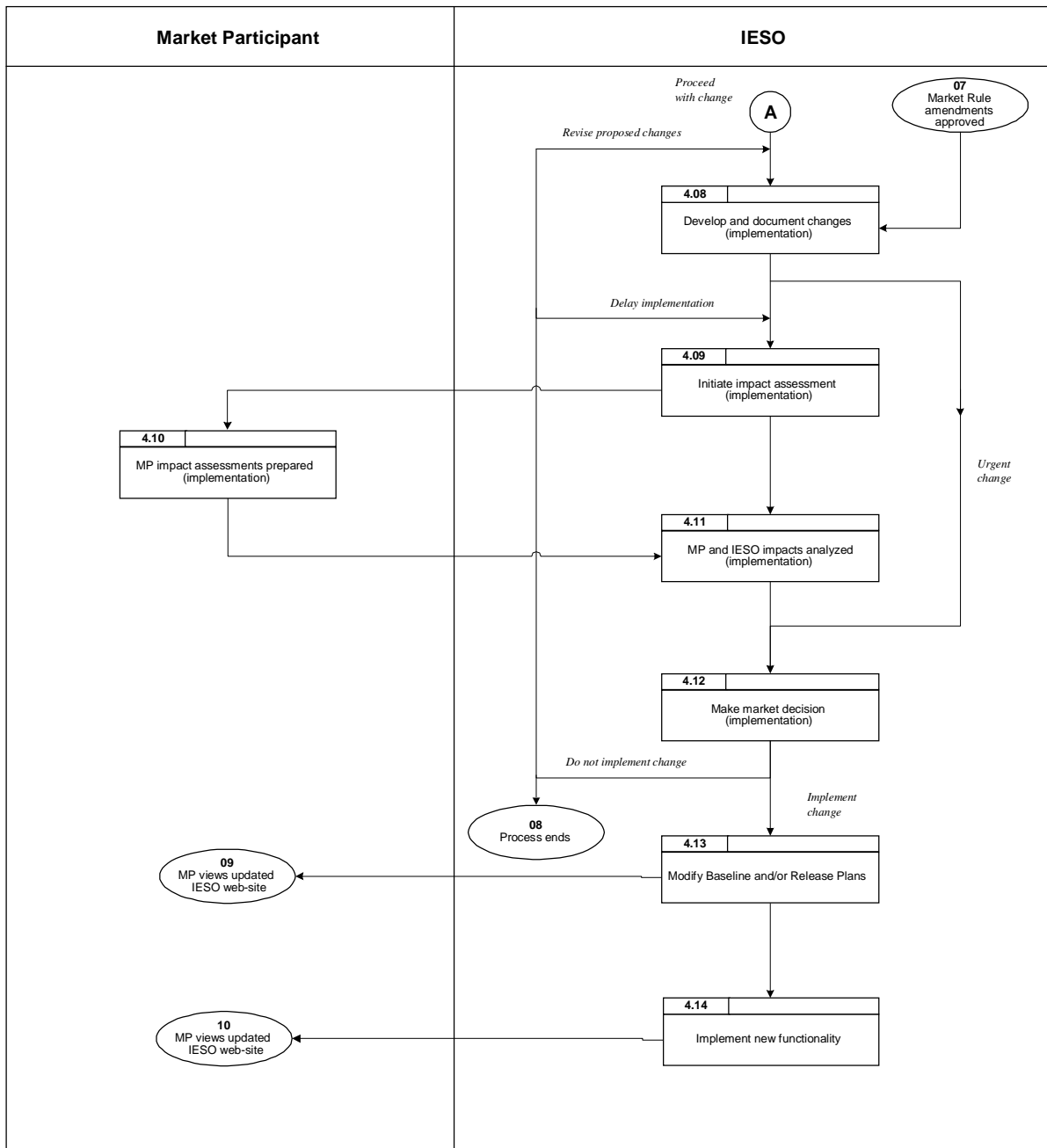


Figure 3-1b: Work Flow for Market Place Change Management

– End of Section –

4. Procedural Steps

This subsection contains a table of the detailed tasks (steps) that comprise Market Place Change Management and Market Design Baseline procedure. The following table contains seven columns:

Ref.

The reference number for the task.

Task Name

The task name as referenced in Figure 3-1.

Task detail

Information about the task, including areas of responsibility.

When

Information about when the task will be required. The time required to complete each task will depend on the scope and complexity of the proposed change. The schedule for complex changes will vary considerably with the complexity of each case.

Resulting information

A list of the information that results from the task, including related *IESO* correspondence.

Method

The format and method for completing the task.

Completion events

A list of all the circumstances in which the task should be deemed complete.

Table 4-1: Procedural Steps – Change Management

Ref.	Task Name	Task Detail	When	Resulting Information	Method	Completion Events
4.01	Issues and Proposed Changes Logged	<i>Market participants</i> may present issues and proposed changes. Similarly <i>IESO</i> staff who may also identify proposed changes to <i>market manuals</i> , market applications or supporting documentation. The <i>IESO</i> Help Centre will record the issues and proposed changes presented by <i>market participants</i> .	Upon discovery of an issue.	Issue or proposed change logged with <i>IESO</i> Help Centre.	Email, Telephone, Mail or Courier.	Receipt by <i>IESO</i> Help Centre.
4.02	Review Issue or Proposed Change	The <i>IESO</i> will review the issue or proposed change. The <i>IESO</i> will make a decision for each item: a) reject the issue; b) <i>IESO</i> proposes to prepare a change request for the item and requires stakeholding of the design; or c) the <i>IESO</i> proposes to prepare a change request for the item but does not require stakeholding of the design. <i>Market participants</i> will be notified of the <i>IESO</i> decision. Where possible, the <i>IESO</i> will identify the timing for addressing the proposed change or issue - some issues may be deferred to later periods.	After the issue has been received by the <i>IESO</i> .	Decision made whether to pursue the development of alternative solutions to the issue or proposed change.	Email, or <i>IESO</i> Web site, or telephone.	Accepted/Rejected.

Table 4-1: Procedural Steps – Change Management

Ref.	Task Name	Task Detail	When	Resulting Information	Method	Completion Events
4.03	Develop and document solution(s) (concept)	The <i>IESO</i> will develop one or more conceptual solutions to address the issue or proposed change. Solution alternatives will be discussed with <i>market participants</i> for major issues. For issues/changes that are not major, the <i>IESO</i> will choose the preferred solution. Where an issue or proposed change is to be developed, the <i>IESO</i> will prepare documentation of the proposed change.	After an issue or change is accepted by the <i>IESO</i> , and the <i>IESO</i> determines that the design concept should be stakeholdered with <i>market participants</i> . Depends on the scope and complexity of the proposed change.	Completed documents may include a conceptual design strawman.	Internal <i>IESO</i> processes.	Detailed description of the proposed change prepared.
4.04	Initiate review of proposed change(s) (concept)	The <i>IESO</i> will request <i>market participants</i> to review proposed solution(s). For major issues, the <i>IESO</i> will present solution alternatives to <i>market participants</i> . For items/issues that are not major where the <i>IESO</i> has chosen the preferred solution, the <i>IESO</i> will present this solution.	Upon completion of documentation that details the conceptual design.	Summaries of proposed changes and requests for impact assessment.	E-mail and/or web-site	Request issued to <i>market participants</i> requesting their review and comment.

Table 4-1: Procedural Steps – Change Management

Ref.	Task Name	Task Detail	When	Resulting Information	Method	Completion Events
4.05	<i>Market participant review and comment upon proposed solution(s) (concept)</i>	<i>Market participants will review the proposed solution(s) and indicate how the proposed change(s) will impact them, i.e., describe the nature of the changes necessary and when these changes could be implemented.</i>	After the Impact Assessment Process has begun. Depending on the scope and complexity of the change more time may be required for the impact assessments to be completed.	<ul style="list-style-type: none"> • The impacts of the proposed change on <i>market participants</i> business; and/or • Feedback upon a preferred solution where a major change has led to the development of two or more solution alternatives; and/or • <i>Market participants</i> indicate whether they support a decision to proceed with the proposed change. 	Email, teleconference, standing committee meetings or ad-hoc meetings. Where needed, a meeting may be held to permit questioning the details of a proposed change, to clarify the impact on a <i>market participant</i> and/or to discuss solution alternatives.	Impact assessments provided by <i>market participants</i> .

Table 4-1: Procedural Steps – Change Management

Ref.	Task Name	Task Detail	When	Resulting Information	Method	Completion Events
4.06	Market Participant and IESO Impacts Analyzed (concept)	The IESO will coordinate the comments and feedback from <i>market participants</i> (and from IESO internal reviewers). The IESO will take these comments into consideration in choosing a preferred solution from amongst alternatives or in altering the conceptual design. The information gathered by the IESO will be made available to <i>market participants</i> .	After all the feedback from the Impact Assessment has been gathered – depending on the scope and complexity of the proposed change.	Summary of the <i>market participant</i> impacts will be made available by the IESO.	As appropriate (IESO Web site, emails).	Summary of <i>market participant</i> impact assessments made available.
4.07	Make Market Decision (concept)	The IESO will indicate whether it intends to proceed with the change or not, taking into account the impacts on the <i>market participants</i> and the impacts on the IESO.	After the feedback resulting from the impact assessments has been reviewed by the IESO.	Decision whether or not to proceed with the proposed change.	Email, or IESO Web site.	Information regarding decision posted to IESO Web site.

Table 4-1: Procedural Steps – Change Management

Ref.	Task Name	Task Detail	When	Resulting Information	Method	Completion Events
4.08	Develop and document changes(s) (implementation)	The <i>IESO</i> will develop the implementation details to meet the change requirements. This could be in the form of tools changes and/or documentation changes. Any changes that impact upon <i>market participant</i> processes or systems will be documented.	After the <i>IESO</i> has determined the design requirements for the change (where the <i>IESO</i> consulted with stakeholders) or when an issue or change is accepted by the <i>IESO</i> and the <i>IESO</i> has determined that a design concept did not need to be stakeholdered with <i>market participants</i> .	Completed documents may include: <ul style="list-style-type: none"> • supporting documentation for the required changes to market systems applications; • redlined versions of <i>market manuals</i> highlighting the proposed changes; and/or • redlined versions of other supporting documentation from the Market Design Baseline such as user guides. 	Internal <i>IESO</i> processes.	Detailed description(s) of the proposed change prepared.
4.09	Initiate impact assessment (implementation)	The <i>IESO</i> will request <i>market participants</i> to review the proposed change(s).	Upon completion of documentation that presents the implementation details.		E-mail and/or web-site	Request issued to <i>market participants</i> requesting their review and comment.
4.10	<i>Market participant</i> impact assessments prepared (implementation)	<i>Market participants</i> will review the proposed change(s) and provide comments regarding implementation concerns (the impact of the content and timing of changes).	After the Impact Assessment Process has begun. Typically, the <i>IESO</i> strives to allow 10 days for <i>market participant</i> impact assessment.	The impacts of the proposed change on <i>market participants</i> business; and/or	Email, teleconference, standing committee meetings or ad-hoc meetings.	Impact assessments provided by <i>market participants</i> .

Table 4-1: Procedural Steps – Change Management

Ref.	Task Name	Task Detail	When	Resulting Information	Method	Completion Events
4.11	Market Participant and IESO Impacts Analyzed (implementation)	The IESO will coordinate the comments and feedback from <i>market participants</i> (and from IESO internal reviewers). The IESO will take these comments into consideration in altering documentation or plans. The information gathered by the IESO will be made available to <i>market participants</i> .	After all the feedback from the Impact Assessment has been gathered – depending on the scope and complexity of the proposed change.	Summary of the <i>market participant</i> impacts will be made available by the IESO.	As appropriate (IESO Web site, emails).	Summary of <i>market participant</i> impact assessments made available.
4.12	Make Market Decision (implementation)	The IESO will determine whether to: <ul style="list-style-type: none"> • Implement the change; • Delay implementation; • Revise and reissue design documentation; or to • Stop implementation. The IESO will take the impacts on the <i>market participants</i> and the impacts on the IESO into account in making the decision. The IESO will inform <i>market participants</i> of the decision.	After the feedback resulting from the impact assessments has been reviewed by the IESO.	Decision whether or not to proceed with the proposed change.	Email, or IESO Web site.	Information regarding decision posted to IESO Web site.
4.13	Modify Baseline and/or Release Plans	As changes are approved for implementation, the IESO will integrate each change into the Baseline and/or Release Plan.	As necessary.	Initial schedule for implementation.	IESO Web site.	Revised Baseline and/or Release Plan.

Table 4-1: Procedural Steps – Change Management

Ref.	Task Name	Task Detail	When	Resulting Information	Method	Completion Events
4.14	Implement New Functionality	<i>IESO</i> will implement the software and documentation changes specified in the appropriate plan. The <i>IESO</i> will post on the <i>IESO</i> Web site its progress in implementing the proposed change.	On the dates specified by the <i>IESO</i> in the appropriate plan or communication.	Updated documentation on the web-site. Report describing the release results.	<i>IESO</i> Web site.	Change implemented.

– End of Section –

Appendix A: Forms

No forms are used in this procedure.

– End of Section –

Appendix B: Guiding Principles of Market Design

Principle #1 – Efficiency

The market should promote allocative, productive and dynamic - efficiency in the provision of electricity by minimizing the total resource costs of providing power to all customers, and by enhancing *market participants* choices in conducting commercial transactions within the market.

- The market should support allocative and productive economic efficiency, encouraging generation and delivery of electricity that meets the needs of customers at the least cost.
- The market should support dynamic economic efficiency, encouraging technological progress.
- The market should generate signals that encourage efficient investment in all segments of the electrical system.
- The market should encourage competition and thereby efficiency through participants' choices in conducting commercial transactions.

Principle #2 – Fairness

The market should provide for open non-discriminatory access by all who meet reasonable publicly stated prudential and technical standards. There should be no artificial barriers to entry or exit.

- The *market rules* must be non-discriminatory.
- Participants must meet prudential and other accreditation requirements that are appropriate to maintain confidence in and viability of the marketplace.
- The actions of the *IESO* must be clearly governed by written rules and protocols.
- All *market participants* must have equal opportunity of access to non-confidential market information

Principle #3 – Reliability

The market should promote high standards of *reliability* and quality of electrical service and of access to electricity.

- The *market rules* and procedures must ensure that participants can fulfill their roles in the marketplace without imposing undue restrictions on participation.
- The *IESO* must have sufficient powers to operate the *IESO-administered markets* and the *IESO-controlled grid* in a manner that best ensures reliable service and quality of supply to the greatest number of customers.

Principle #4 – Transparency

The market should be as simple and transparent as feasible and should promote timely, non-discriminatory release of non-confidential market and system information to all *market participants*.

- The *market rules* and protocols should be as simple as practical, consistent with achieving other market objectives.
- All market actions by the *IESO* should be verifiable and able to be audited.
- All actions by *market participants* when governed by *market rules* and protocols should be able to be audited and traceable.
- Changes in the rules and protocols should follow documented procedures and ratification by the appropriate governing body.
- *Market participants* should have access to market and system information necessary to enable them to fulfill their licensed role in the market, to make investment decisions and to participate in the market process fairly, while recognizing the legitimate needs of *market participants* to protect commercially-sensitive information.

Principle #5 – Robustness

The *market rules* and protocols should be sufficiently comprehensive so as to ensure that only extraordinary circumstances can upset the functioning of the market.

- The *IESO* should have sufficient authority to deal with any “extraordinary circumstances” on an interim basis to ensure that the market is operated as far as possible according to these principles and is returned to normal market functioning expeditiously.

- Procedures for changing *market rules* and protocols should be efficient, enhancing the ability of the *IESO* to deal with recurring “extraordinary circumstances” and encouraging the evolution of a more competitive electricity market.

Principle #6 – Enforceability

The *market rules* should include authorities and mechanisms in that promote and enforce adherence to the rules.

- The market must provide for the imposition of deterrent penalties on *market participants* for transgressions of the *market rules* or protocols.
- The investigation of complaints should be governed by the *market rules* and must balance a respect for due process with expediency and efficiency.

Practicality and Implementability

In applying the foregoing principles, consideration must be given to the complexity and effort (cost, time and functionality) required to implement the market

- There must be due regard for budgetary implications in the implementation of the *market rules*.
- Due consideration must be given to the impacts on budget and market implementation schedule in assessing changes to *market rules*.
- Consideration must be given to the ability to implement *market rules* requirements into participant and the *IESO* systems, practices and processes.
- Implementation complexity, cost and schedule considerations may have to themselves drive changes in the *market rules* (particularly to achieve successful market opening in the year 2000).
- The *market rules* must be implemented in a manner that ensures achievement of a viable operating market and continued *reliability* of the *IESO-controlled grid*.

– **End of Section** –

References

The following table contains the list of all documents referenced in this procedure.

Document ID	Document Title
MDP_MAN_0002	Market Manual 2, Part 2.0: Market Administration Overview
MDP_PRO_0019	Market Manual 2, Part 2.3: Market Rule Amendment Procedure
MDP_RUL_0002	Market Rules

– **End of Document** –