AMPCO Interrogatory #23

Interrogatory

Reference: EB-2016-0152 Ex D2 T1 S1 P7-8

In EB-2016-0152, OPG identifies five main continuous initiatives in project management.

Please provide the implementation status of each of the five initiatives.

Response

All five main continuous improvement initiatives as described in EB-2016-0152, Ex. D2-1-1, pp. 6-8 are complete.

1. Centre of Excellence for Project Management: As described in Ex. D2-1-1 Section 3.5.1.1, the Enterprise Projects Organization (Centre of Excellence) has been fully established and implemented.

2. Identification of Appropriate Contracting Strategy: As described in Ex. D2-1-1 Section 3.4 Commercial (Vendor) management, the Identification of Appropriate Contracting Strategy has been fully implemented.

3. Implementing New Approaches to Improve ESMSA Vendor Project Execution Performance: As described in EB-2016-0152 Ex. D2-1-1, Section 3.2, OPG has added a third ESMSA vendor and implemented the Collaborative Front End Planning program. In 2017, OPG also began embedding OPG design resources with the contractor performing design engineering work as part of OPG's interface strategy to physically embed engineering resources with contractors providing engineering services under an ESMSA contract.

4. Improving OPG's Staff Project Management and Oversight Capabilities: As described in Ex. D2-1-1 Section 3.5.1.3, OPG introduced a comprehensive project management training and development program in 2017. The program scope covers project management, project controls, and contactor oversight.

5. Improving Project Cost and Schedule Predictability: As described in Ex. D2-1-1 Section 3.5.1.2, OPG has implemented an updated suite of project management processes and tools that promote consistent and streamlined application of project management, controls, and other project-related functions. This includes the enhancement of the phase-gated process with control check points to provide the

Project Management Oversight Committee an opportunity to challenge project readiness before the project progresses to the next phase, or determine if a project should continue to be endorsed. As further described in Ex. D2-1-1 Section 3.5.1.2, this includes enhancement of OPG's estimating practices. In addition, as described in Ex. D2-1-1 Section 3.5.1.4, OPG has also established standardized enterprise project portfolio measures and reporting to address cost, schedule, and risk management.