Energy Probe Interrogatory #32

Interrogatory

Reference:
Exhibit D2, Tab 2, Schedule 8, page 7, Figure 3

a) Please file Figure 3 with the number of staff shown in each box.

b) Please confirm that the positions shown will not be filled for the duration of the project. For example, after the feeders are removed will the position of Area Manager Feeder Removal be eliminated?

Response

a) The purpose of providing Ex. D2-2-8, Figure 3 (reproduced below as Figure 1 for ease of reference), was to provide a simplified view of how the Retube and Feeder Replacement ("RFR") Major Work Bundle Project Management Team is organized. This was done primarily to illustrate how the Project Centric approach and Workstream Specialization are being implemented for the Remaining Units. The actual organization chart is more complicated than the schematic shown.

The Darlington Refurbishment Program is a project, as opposed to regular station operations and therefore, the number of people in any particular part of the organization peaks when the work in that area peaks and declines to a trough when the work in that particular area is also in a trough. Thus, there is not a stable number of people in each part of the organization.

In each part of the organization shown in Ex. D2-2-8, Figure 3, there are Project Management Team ("PMT") members who report to each of the managers shown, and there are also large numbers of skilled trades who report to certain positions, such as the Construction Manager and the Area Managers, and who move on to other work when the peak of work for that area has passed. As explained in Ex. D2-2-8, p. 10, lines 6-12, the exception to this pattern is that a core team will remain with each particular Workstream to help incorporate Lessons Learned into the Comprehensive Work Packages for the next unit, to help train the new trades and returned trades for the next unit, and otherwise improve the readiness to execute the next unit.

Many of the personnel that make up the working level of the PMT members are "matrixed" roles, i.e., they are assigned to support one or more of the functions shown in Ex. D2-2-8, Figure 3, and those assignments change from time to time as

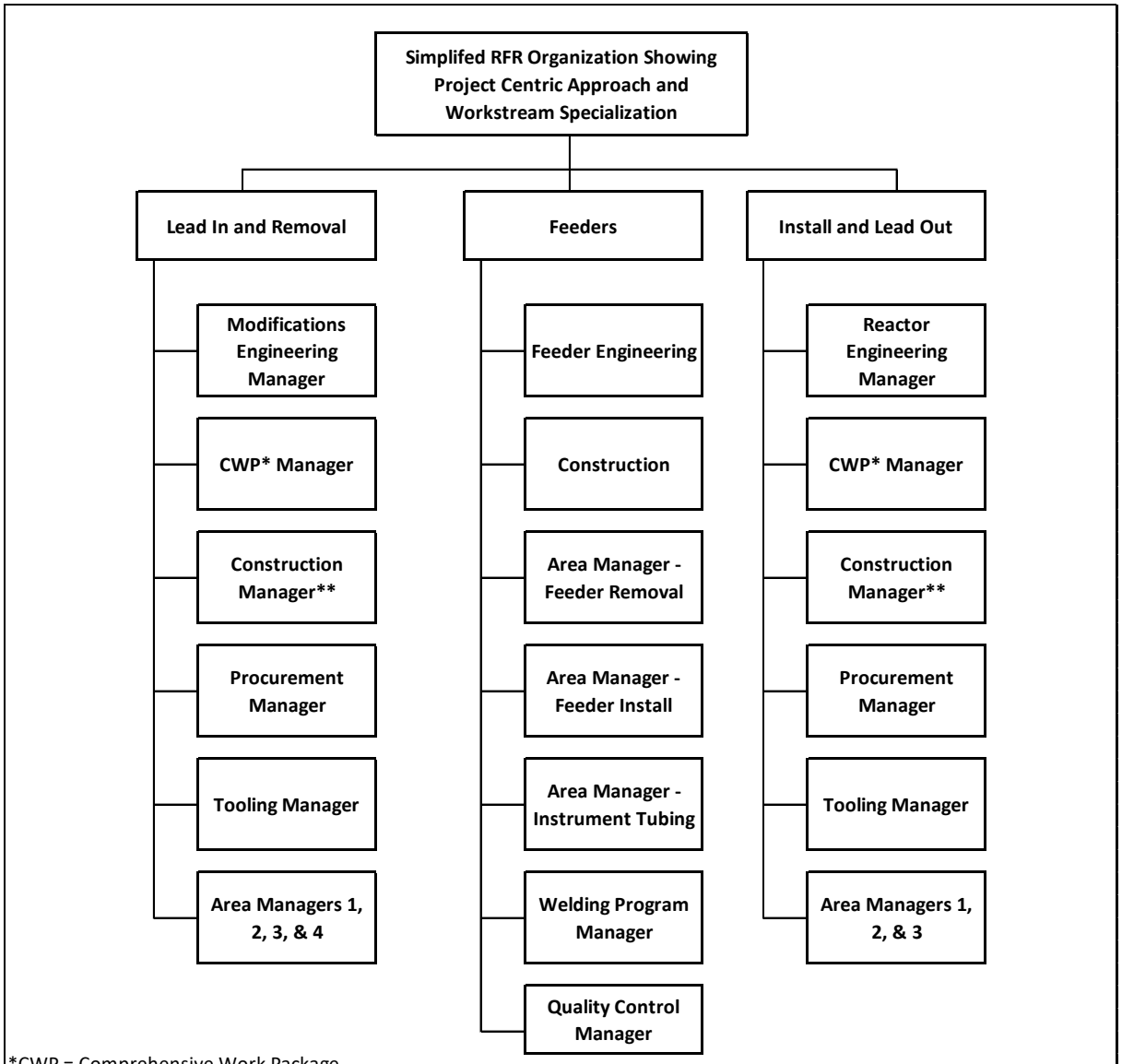
the refurbishment of each unit passes through different work series. Many others are in support roles that provide the project infrastructure, i.e., they are not assigned to a particular Workstream, but support all three. As such, it is not possible to answer by filling in Ex. D2-2-8, Figure 3 to show the number of staff in each of the boxes.

However, OPG can provide the following staffing details. Collectively, the CanAtom and OPG "One Team" RFR PMT organization is planned to have approximately 400 full-time equivalent ("FTE") roles, with 359 FTE roles being CanAtom employees, and an additional 35 to 40 OPG personnel from the OPG PMT organization. This does not include training personnel. The OPG personnel numbers may include both leadership and working roles, but do not include a further 5 to 7 oversight roles that represent OPG and provide general RFR oversight and thus are not embedded into the three Workstreams depicted in the referenced chart.

Of the 359 CanAtom PMT FTE:

- 33 FTE support the Leadership Team shown on the chart, plus the Business Services and Human Resources teams.
- 17 FTE support Project Controls and Finance.
- 78 FTE support the Construction Management roles.
- 33 FTE support the Comprehensive Work Package functions.
- 45 FTE support Quality Control functions; a further 8 support Quality Assurance/Surveillance in procurement.
- 13 FTE support Document Control.
- There are 41 FTE in Engineering roles, collectively covering the engineering functions depicted in the chart, and they also support procurement.
- There are 54 FTE in tooling-support roles, collectively covering the tooling functions depicted in the chart (they also support tooling for feeders, which is not shown on Figure 3).
- 22 FTE support the Procurement and Warehousing roles
- 15 FTE support Health and Safety and Radiation Protection planning functions (for clarity, this does not include the field radiation protection technicians, who are provided directly by OPG)

Figure 1
Copy of Ex. D2-2-8, Figure 3: RFR Project Management Team Organization



*CWP = Comprehensive Work Package
**Quality Control reports to the Construction Manager in the Lead In and Removal and Install and Lead out Teams

b) See part a). Confirmed that the positions shown will not be filled for the duration of the DRP. Please see Ex. D2-2-8 p. 9, Figure 4 which illustrates how the specialized work teams will transition from Unit 3 to Unit 1 to Unit 4. As the field activities are completed on Unit 4, the teams will be demobilized except for any personnel needed to support project closeout.