Energy Probe Interrogatory #31

Interrogatory

Reference:
Exhibit D2, Tab 2, Schedule 8, Page 3

Preamble: "A major change was implementation of the Organizational Evolution Strategic Improvement including the Project Centric Organization, Workstream Specialization and the One Team Approach. Project Centric Organization and Workstream Specialization concepts treat phases of the refurbishment outages of the Remaining Units (e.g., the Lead-in and Removal Phase) as a project, and build and maintain a specialized work team which is focused solely on executing that phase of each refurbishment outage."

a) What is "Organizational Evolution Strategic Improvement"? What were the deficiencies with the original organization? Does the implementation of the Organizational Evolution Strategic Improvement reduce the risk that the Program will not be completed on time and on budget?

b) What is "Project Centric Organization"? What did the original organization center on?

c) What is "One Team Approach"? Were there multiple teams in the original organization?

Response

a) The Organizational Evolution Strategic Improvement is fully described in Ex. D2-2-3, Section 5.1.1. There were no deficiencies with the original organization. OPG and its contractors saw opportunities to improve the organization to enhance project performance, particularly in light of the fact that the Remaining Units' (Units 3, 1, and 4) refurbishments are planned to be executed in an overlapped manner.

   The Organizational Evolution Strategic Improvement, in combination with all of the other Strategic Improvements and Lessons Learned described in OPG's pre-filed evidence, is expected to result in higher assurance of Program completion on budget, on schedule, safely and with quality.

b) The Project Centric Organization is a component of the Organizational Evolution Strategic Improvement and is described in Ex. D2-2-3, Section 5.1.1, p. 20, lines 13-18. See also, Ex. D2-2-8, Section 2.2.1.1, p. 8, lines 16-22.

The organization of the project team for Unit 2 was centered on the Unit 2 project such that the project team worked on all phases of the refurbishment outage. A key difference implemented for the Remaining Units, which is a Lessons Learned from Unit 2, is the creation of specialized project teams for each major phase of the refurbishment outages.

c) The One Team Approach is also a component of the Organizational Evolution Strategic Improvement and is described in Ex. D2-2-3, Section 5.1.1, p. 20, line 28 to p. 21, line 15. Additional details are provided in Ex. D2-2-4, Section 2.1.1 and Ex. D2-2-8, p. 3. See Ex. D2-2-4, p. 1, which describes how the DRP is being executed under a “multi-prime” contractor model, with OPG as the Project Owner.