Board Staff Interrogatory #146

Interrogatory

Reference:
Exhibit D2 / Tab 2 / Schedule 7 / Attachment 3 / pp. 27-28

Preamble:

Burns McDonnell / Modus Strategic Solutions recommended that "CanAtom should also clearly identify any changes needed from RQE and detail the revised estimate for Units 3/1/4. […] the Feeder program would benefit from a thorough, 360-degree readiness review that vets the Feeder team's ability to avoid and mitigate the issues that impacted Unit 2".

Question(s):

a) Please comment on the status of OPG's response to the recommendations made at the reference above.

Response

a) These recommendations were implemented during the normal course of planning and preparations for execution of the feeder work program, and in accordance with OPG's Project Management governance. Please refer to Ex. D2-2-3, Attachment 3, Refurbishment Unit Window Milestones, for specific governance regarding work window readiness meetings.

   CanAtom did a complete review of their comprehensive work packages for the feeder work and performed a "bottoms-up" re-estimate of the feeder program, including detailed re-estimates of the required project management team resources and direct field labour. The detailed estimates for each aspect of the feeder program were reviewed in a series of challenge meetings with CanAtom and OPG project management staff and a broad number of stakeholders present.

   Readiness reviews of all aspects of the feeder program were also completed in accordance with OPG's Project Management governance. As part of the readiness preparations, workshops were held to review Lessons Learned from Unit 2, with the personnel who were directly involved in Unit 2 in attendance. One result of the workshops was identification of areas for process improvements, which were then evaluated and included in the planning and estimating of the Remaining Units' (Units 3, 1, and 4) cost and schedule estimates for the feeder work program.

Readiness reviews are conducted 10 weeks, 8 weeks and 2 weeks prior to the window in which the work is to be executed and are attended, at a minimum, by the representatives from the project team, outage management, operations, engineering, maintenance, and the field area manager. Minimum quorum is required in order for the meetings to proceed. These readiness reviews accomplish the intent of the “360-degree readiness review” mentioned in the referenced report.