Board Staff Interrogatory #132

Interrogatory

Reference:
Exhibit D2 / Tab 2 / Schedule 2 / p. 15
Exhibit D2 / Tab 2 / Schedule 8 / p. 20

Preamble:

OPG stated that its Board of Directors reassessed the type of oversight required for the DRP and decided to engage the Refurbishment Construction Review Board (RCRB) to continue to provide independent oversight services for the remainder of the DRP.

OPG also stated that the RCRB is normally comprised of three to five external members, typically with support from one internal OPG member.

OPG stated that the RCRB delivered 14 reports over the course of the Unit 2 refurbishment.

Question(s):

a) Please describe the types of changes in oversight for the DRP that OPG's Board of Directors determined were required in deciding to engage the RCRB instead of Burns McDonnell / Modus Strategic Solutions.

b) Please clarify what is meant by "external members."

c) When was the RCRB engaged to provide independent oversight services for the remainder of the DRP?

d) What is the RCRB's mandate?

e) Please provide all RCRB reports referenced above that have not already been filed as part of this application.

f) Please also file any RCRB reports that were completed after the Unit 2 refurbishment was completed that have not already been filed as part of this application.

Response

a) Burns/Modus' had provided effective oversight during the development of the DRP's infrastructure e.g. in planning, controls, reporting, and estimating. These were critical competencies as RQE and U2EE were being developed, during the execution of Unit 2 and during the development of the U3EE. The OPG Board of Directors' decision to engage the RCRB reflects the maturation of the project as it has moved from the planning phase, through the successful refurbishment of Unit 2, and into the refurbishments of the subsequent units. As a result of the current stage of the project and the nature of work being mostly replication ahead, the OPG Board of Directors elected to place greater emphasis in the independent oversight body's oversight of execution. See also Ex. L-D2-02-SEC-085 part e) regarding RCRB's focus being more forward-looking in order to identify future risks and provide recommendations for continued improved performance.

b) "External members" refers to members of the RCRB, all of whom are not employed by OPG and therefore are independent of DRP management. The RCRB members have in depth, hands-on experience in nuclear mega project execution. The RCRB is supported by a designated OPG Executive, referred to as an "internal member", who may provide organizational knowledge and insights. See Ex. L-D2-02-SEC-085, Attachment 1 for a description of members of the RCRB, including résumés of current RCRB external members.

c) The RCRB was engaged by OPG's Darlington Refurbishment Committee of the Board in November 2020. See Ex. L-D2-02-SEC-085 Attachment 1.

d) See Ex. L-D2-02-SEC-085, Attachment 1, Section 3.

e) See Ex. L-D2-02-SEC-084, Attachment 12.

f) See Ex. L-D2-02-SEC-084, Attachment 13.