Board Staff Interrogatory #147

Interrogatory

Reference:
Exhibit D2 / Tab 2 / Schedule 7 / Attachment 3 / p. 4

Preamble:

Burns McDonnell / Modus Strategic Solutions recommended that "the DR Team complete the recently started Feeder lessons learned program and provide other means such as partial check estimates and thorough schedule analysis to ensure these estimates are complete."

Question(s):

a) Has OPG undertaken the check estimates and schedule analysis recommended in the reference above? If so, what have been the conclusions and how, if at all, are they reflected in the DRP costs projected by OPG in this application?

Response

a) This recommendation in the referenced report is a summary recommendation. More detailed recommendations on the feeder program were provided by Burns/Modus on pp. 27-28 of the referenced report. Exhibit L-D2-02-Staff-146 addresses questions raised regarding OPG's implementation of recommendations regarding re-estimating the feeder program and 360-degree readiness reviews and should be read in conjunction with this response.

   Yes, OPG has undertaken check estimates and schedule analysis specific to the feeder work program. Specifically, OPG has reviewed all feeder related comprehensive work packages and performed a complete estimate review of the feeder program work, including feeder cabinet removals, feeder removals, feeder nozzle preparation, and upper, middle and lower feeder installation work. This was further complemented by a detailed shift-by-shift schedule for each series that is also reviewed with a broad number of stakeholders through challenge meetings prior to execution. The review incorporated an assessment and enhancement of tooling and planned improvements to training under the overall Training Strategic Improvement as discussed in Ex. D2-2-3, Section 5.1.5. It also included the planned Hybrid Schedule Strategic Improvement, discussed in Ex. D2-2-3, Section 5.1.6. In aggregate, as a result of OPG's check estimates and schedule analysis, there were increases to schedule durations and direct field labour hours relative to the Unit 2

plan, for several aspects of the feeder work program, in particular the upper and lower feeder installation work. These estimates were then further reviewed as a normal part of the readiness to execute process as discussed in Ex. L-D2-02-Staff-146.

The detailed cost and schedule estimates for the feeder work program were incorporated into the costs and schedule estimates for the Retube and Feeder Replacement ("RFR") Major Work Bundle, and into the Unit 3 Execution Estimate. See also Ex. D2-2-7, p.13-14 for additional discussion of the vetting of the RFR Major Work Bundle estimate.