Enterprise Initiative on Equipment Reliability – Terms of Reference

Mission Statement:
Develop and execute a portfolio of initiatives to promote a fleet-wide approach to Equipment Reliability programs and drive improvements in Equipment Reliability program implementation to maintain safety margins, maximize revenue, and minimize costs.

Objectives for Enterprise Initiative:

- Implement a Fleet-wide approach to ER
  - Use industry OPEX and lessons learned across the Nuclear and RG Fleet to augment practices at all sites and lines of business
  - Take a collaborative approach to ER and share accountability and success across the organization
  - Develop a sustainable forum to support and provide oversight/challenge of key ER initiatives across the Fleet
- Improve reliability across the Fleet using a risk-based approach
  - Reduce the frequency and duration of forced outages (i.e. less failures of critical equipment)
  - Reduce outage critical path delays due to equipment issues (i.e. better reliability performance from FH/AIM equipment/tools)
  - Drive longer-term reliability improvements ("fix it once") and ensure strong bridging/mitigation strategies
- Decrease costs associated with ER program implementation and equipment maintenance
  - Execute less time-based PMs, more Condition Based Maintenance
  - Reduce frequency/impact of major failures (leverage the M&DC and take action prior to events)
  - Spend less of our resources on low risk/low priority equipment
  - Drive efficiencies/innovation in existing program implementation, including reporting and integration with other business processes such as Asset Management

2021 Initiative Focus Areas and Leads:

- Improving FH Reliability/Outage Equipment Performance
  - Pickering FH Reliability (online and outage) – Dan Gleeson
  - Darlington FH Reliability (online and de-fuel for DNRU1/4) – Kristy Mohan
- Enhance ER Program Structure and Implementation
  - New ER governance and equipment health reporting procedure in RG – Dave St Martin
  - Improved PM Strategy and Management in RG – Karen Wolnik
  - Implementation of ERI and VBM in Nuclear Waste – Mark Ferry
  - Develop a new ER Program for AIM/Tooling Reliability – Alec MacDonald
- Expanding use of Condition Based Maintenance
  - Increase M&DC monitoring capabilities, with a focus on PM conversion from time-based to condition-based – Dan Foster-Roman
  - Drive Nuclear Sensor Installation – Kasia Izdebska
  - Drive RG Sensor Installations and Data Connections to support M&DC – Dale Adams
- Efficiencies in ER Program Delivery
  - ER software upgrade project – Dave St Martin
  - Improve information exchange in RG through standardization of Operator Logs – Dale Adams

Enterprise Initiative Structure and Executive Steering Committee:

The EI on ER bundles together twelve different initiatives already underway across the OPG Fleet. Focus Area Leads have been assigned based on existing roles/accountabilities within the organization, but it is expected that they will each have their own teams in place to help drive progress in each FA.

Each Focus Area Lead will have their own independent action plan, and will report out to an Executive Steering Committee (ESC) periodically on recent progress, successes, challenges/risks, and help required. The ESC will include relevant line leaders who can provide guidance/feedback and support to remove barriers and ensure the success of each initiative. The ESC will meet at minimum on a quarterly basis, with meetings occur more frequently (potentially with a focused agenda) if deemed necessary. Executive Steering Committee meetings will normally be 90 minutes in length.

The Executive Steering Committee will include the following:

- Enterprise Initiative Leads as Co-Chairs (Shaheen Shaikh/Jordan Black)
- VP Central Engineering (Don Gagnon)
- VP Generation Strategy and Innovation (Zar Khansaheb)
- VP Station Engineering (Emily Tarle)
- VP RG Western Operations (John Hefford)
- VP RG Eastern Operations (Bruce Robertson)
- Chief Information Officer (Jason Wight)
- VP AIM (Leslie McWilliams)
- Director Engineering Strategy and Support (Dave Brandt)
- Optional – SVP Enterprise Engineering (Mark Knutson)
- Optional – VP Engineering Design and Projects (Gregg McCabe)
- Optional – Director of AIM Engineering (Sorin Marinescu)
- Optional – Director Engineering – Mechanical and Electrical/I&C (David Rogalski)
- Optional – Director Station Engineering – RG and Nuclear Waste (Peter Hassan)
- Optional – Director Station Engineering – Pickering (Stewart Wilson)
- Optional – Director Station Engineering – Darlington (Dave Burger)
- Optional – Director Asset Management (Lonny Tulk)
- Optional – Director CFAM Operations (Bob Jackowski)
- Optional – Director Data Analytics (Brian Mori)

Steering Committee members will be expected to provide critical feedback and guidance for Focus Area Leads and will also be accountable for removing barriers and ensuring adequate support is provided to these Focus Areas by their own lines of business.

On a periodic basis, the Enterprise Initiative Leads will report on the health/progress of the overall Enterprise Initiative to the Broader Operational Leadership Team (BOLT), basing their report on the updates and feedback provided at the ESC meeting. The Enterprise Initiative Leads will also meet with the Focus Area Leads on an as-needed basis to ensure a consistent approach, identify support required, etc.