ONTARIO POWER GENERATION

File Information:
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N-FORM-10134-R002*

Barrier Analysis Worksheet

Consequence(s) (What Happened?) *(List one at a time, need not be in sequential order.)*	**Barrier(s) that should have Precluded Event**	**Barrier Failure Mechanism (How the Barrier Failed)** *(List all physical and administrative barriers for each consequence.)*	**Barrier Assessment (Why the Barrier(s) Failed)** *(Identify if the barrier was missing, weak, or ineffective; and why.)*
B&M has not provided a revised final schedule or dispositioned OPG comments.	CF-A Communications	The programs and processes associated with corporate, divisional, and departmental communications were not effective in ensuring all critical information was transmitted and/or understood by the intended target audience.	Human Performance FD-PARU – Reference Use procedure not used IAW established requirements- Ineffective – B&M Management team was understaffed at the inception of the project. B&M and OPG did not have a formal process in place to efficiently communicate and resolve schedule issues and commitments.
Missed committed delivery dates for completion of final schedule. Ability to track project progress currently impaired as a result	CF-G2 Personnel Assignment and Coordination	Departmental resource planning processes did not ensure that personnel with the required qualifications were available to perform the tasks as scheduled. Work was not coordinated with the required resources from supporting work groups.	Human Performance FD-SMO-Supervisor Oversight of Task and Schedule Adherence – Ineffective - B&M's contractor team is comprised of 3 companies. Each companies portion of the schedule was contained in a separate database. Amalgamating the schedules into one useable vehicle was cumbersome and time consuming.

*Associated with N-STD-RA-0008, Incident Investigation

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