D-2013-19100 DELAY IN D20 STORAGE PROJECT

Problem

- The original committed to milestone date for the Low Pressure Service Water tie-ins was missed by the D2O Storage Project delaying the Tritium Removal Facility Outage by 2 months

Causes

- **Root Cause**: Failure of OPG [redacted] to engage all stakeholders to ensure tasks are ready
- **Contributing Cause**: Failure of OPG [redacted] to mitigate risk prior to affecting external milestones.
- **Contributing Cause**: Mod. Design Requirements not sufficiently detailed
- **Contributing Cause**: Late issuance of Purchase Order - 18 months following approval memo.
- **Contributing Cause**: Competing for station support
- This was the first major project executed via EPC. All organizations were not clear on roles and accountabilities.

Existing Performance/Behaviour

- No timely input from Project Foremen on schedule/task readiness.

Interim Actions

- Mod. Team Leader embedded in B&M.
- Tight alignment between work plan authors and reviewers.
- Added number and length of shifts.
- Double shifting days and nights.
- Increased oversight from OPG SVP and director level weekly project meetings.
- Design Improvement Recovery Team.
- Daily updates from Project Manager.
- Eng. Lead consolidated all comments among all OPG stakeholders reviewing documents before leaving OPG.

Corrective Action Plan

- Project Foremen to sign-off on task readiness per scheduling milestones.
- Coordination & Control Schedule to identify, escalate risks to milestones.
- New "Master Schedule" initiative to track activities on daily basis
- OPG Design Authority responsible for the preparation of MDR
- Direct Award PO
- Set-up dedicated station (Ops, incl. Shift Manager) support for Projects.
- Scope Review Board formed.

Accountable Manager

- Luca Ceccato, Manager Project Control Center PN/DN

Plan Completion (End State)

- At Project Managers workshops, roll-out:
- Newly revised N-PROC-MA-0022 R021, Issued January 9, 2014; that provides direction governing EPC Projects.
- Reinforce use of milestones per N-MAN-00120-10001.
- Dedicated Ops support from PCC and refurbishment organization to support project teams in clearly identifying station interfaces.
- All Project Managers, Project Leaders, Job Owners to sign back expectation/requirements understood and accepted.

Expected Performance/ Behaviours

- Project to meet Scheduling process requirements.
- Timely stakeholder (trades) reviews and input to committed schedule and readiness.

Performance Goals

- 90% completion rate of project tasks on Integrate On-Line Work Schedule.