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.)*
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Second submission of Request for proposal (RFP) was cancelled due to proponent unable to comply with Terms & Conditions (T&C) /Mandatory Criteria which resulted in Projects schedule delay by 6 weeks.	Flexibility in OPG's T&C/Mandatory criteria and better understanding of markets limitations.	Effort was made to simplify and expedite the process by injecting T&C/Mandatory criteria that did not result in anticipated outcome.	The revised approach, recommended by the senior management team i.e. inclusion of T&C/ Mandatory criteria, did not adequately consider or appreciated how the market would respond to it and its overall impact to Projects schedule.
TCD (March 2012) for submission of Business Case Summary (BCS) to Board of Directors was missed.	Recognising risks associated with the new approach for processing RFP, the Project schedule should have been adjusted accordingly.	Not adequately mitigating risks associated with the new RFP process. Knowing the Board meeting was scheduled in March/2012 and May/2012, the submission could have been scheduled for the later date i.e. May 2012 with appropriate approvals.	A project management RFP strategy did not work out under short execution time frame and uncertain market / business conditions.