Energy Probe Interrogatory #18

Interrogatory

Reference:
Exhibit D2, Tab 1, Schedule 1, Attachment 2, KPMG Report, page 26

Preamble:
" 3.41. Even though the procedure requires the contractor to submit a basis of schedule document, P&M did not have this document for the majority of the projects."

a) How many of the projects did not have this document?

b) Did OPG provide any explanations why this document was missing? If so, please summarize OPG's explanations.

c) What are potential problems that can arise if there is no basis of schedule document? Did KPMG find evidence of any such problems?

Response

a) Of the ten projects sampled by KPMG, five had all the elements required of a Basis of Schedule document, (e.g., estimate, summary description of the scope and deliverables and list of project milestones, etc.), but not consolidated into a stand-alone document. Two projects had stand-alone Basis of Schedule documents. Three projects were not assessed against this requirement as these projects had business cases summaries submitted before 2018.

b) As noted above, for the projects which did not have the stand-alone document, the required Basis of Schedule elements were captured in other project documentation thus meeting the requirement.

The Basis of Schedule requirement in the scheduling procedure evaluated by KPMG at the time allowed for the elements of the document to be captured in other project documentation.

c) The purpose of the Basis of Schedule is to document the inputs to project schedule development and to provide a clearer understanding of the schedule to all project team members. KPMG assessed that not having the standalone Basis of Schedule document can lead to a low to moderate-level risk to project results and how the information is reported. However, given the existence of the other documents and mitigating controls such as meetings and reports that enabled P&M to manage its

schedules effectively, KPMG rated the Schedule Management area as effective(Ex D2-1-2 Attachment 2 p18). See Ex. D2-1-1, Attachment 2, pp. 25-26 and Ex. L-D2-01-AMPCO-31.

In 2020, the Enterprise Projects Organization ("EPO") updated the scheduling governance to clarify the requirement of a Basis of Schedule document as a stand alone document.