

Attachment 1 - Key BT Initiatives

BU	Initiative Name	Initiative Description
Business and Admin Services	Optimization and Elimination of duplication of Services- Document Management	Optimize existing Document Management, Records & Controlled Documents . The deliverables from this initiative is to optimize, standardize, centralize, and consolidate the Document Management , Records, and Controlled Document organizations to be an agile, flexible, and seamless end-to-end process, with potential achievement of a paperless workflow through extensive process reengineering . This will be scalable and aligned to OPG business priorities, while providing service levels that meet client expectations. Key risks in this initiative is alignment of client requirements. This, however presents an opportunity to achieve greater efficiencies through standardization of current processes.
Business and Admin Services	Optimization and Elimination of duplication of Mail/Administration Services	Optimize and eliminate duplication of Mail/Administrative Services. The deliverable of this initiative is to optimize and expand the Administrative support ratio from 2:1 to 3/4:1, which will be scalable and aligned to OPG business priorities, providing service levels that meet client expectations. Key risks of this initiative is whether alignment of client requirements will support the overall initiative. There is also a risk to the timeframe due to the complexity of processes to complete this initiative. This, however presents an opportunity to achieve greater efficiencies through standardization of current processes.
Business and Admin Services	Staff Reductions through Services optimization	Reduce the overall headcount as per plan in the new Facilities department by the end of 2015 in the area of PWU based positions including Janitor, Civil Maintainer and Electrical & Control Technician. Through an assessment of current work practices starting and moving towards a commercial driven model at DNGS and PNGS that will implement a reduction in some service levels. Procedures will be streamlined in the handling of desktop, recycling and waste, office moves and building maintenance activities.
Commercial Operations & Environment	Implement centre-led Environment organization	Initiate full scope centre-led environmental accountabilities: <ul style="list-style-type: none"> • Advocacy and Governance, • Reporting, • Operational Support, • Project Environmental Assessment Services, • Environmental Specialists. Identify and develop key processes for the approved centre led organization including OPG Environmental Management System and supporting Service Level Agreements with Generating Units and Functions.
Commercial Operations & Environment	Phase Out Analytical and Market Support for Coal	With the phase-out of the use of coal at the south-west coal plants at year-end 2013 and in the north-west by year-end 2014, eliminate coal drawdown studies and coal programming analysis (e.g. fuel mix, operating and maintenance strategies). Also eliminate market rules training for the thermal stations and transfer remaining training position to People & Culture . Reduce market simulation studies (related to offer strategies, policy alternatives, emission reduction strategies, production sensitivities, etc.). Refocus and reduce market monitoring, compliance and surveillance, and project management activities.
Finance	Centralization of Accounting & Time Reporting into Shared Financial Service Centre	Consolidate BU Accounting activities into a Shared Financial Services Centre , standardize accounting processes to reduce low value activities, and leverage automation of Tempus time distribution.
Finance	Standardize and Centralize Financial Management Reporting	Establish standard suite of reports to minimize ad-hoc reporting, consolidate standardized cost reporting systems and utilize automated delivery of reports.
Finance	Transaction Processing Efficiency Improvements	Centralize and standardize Accounts Receivable and Accounts Payable transaction processing into Shared Financial Services Centre, improvements to upstream procurement processes. Migrate to a single Accounts Payable invoice management system, and leverage automated transaction processing capabilities.

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Hydro-Thermal	Merge Hydro-Thermal business units, Fully Implement Centre-Led Engineering and Reduce engineering involvement in non-engineering work	<p>1. Merge HTO (reduce duplication of effort, streamline governance) – merger completed in 2012, lead plant document consolidation complete by end of 2013.</p> <p>2. Move to Centre-led Engineering (reduce duplication of effort within asset management and engineering risk assessment processes, better utilization of engineering resources across the fleet, reduce engineering involvement in non-engineering activities). Make changes to work processes and practices to enable new Service Delivery group to achieve reductions in engineering resources by reducing administrative burden on engineering staff (rely more on craft skills, reduce engineering involvement in procurement process, reduce engineering involvement in EPSCA, reduce engineering involvement in contract monitoring). Management structure in place, Asset Management/Engineering risk assessment process changes complete by end of 2013, JRPT will complete movement of staff in 2014.</p>
Nuclear	Create Center Led Engineering Organization	Transfer line authority for Design Engineering, Reactor Safety, Performance & Components Engineering, Fuel Handling, Common Services, Tritium Removal Facility, Nuclear Waste Management Division Engineering, Chemistry-Technical, Procurement Engineering and the Engineering Authority to the Chief Nuclear Engineer. The resultant organization is much simpler and has increased spans of control for managers/supervisors. At the site, the Engineering Authority will be the key driver of the new centralized matrix delivery model
Nuclear	Create Security & Emergency Services Organization	Consolidate into one organization: Nuclear Security, Corporate Security, Emergency Management, Emergency Preparedness, Site Emergency Response Teams, Fire Protection Programs. Align leadership, vision and organizational direction.
Nuclear	Corrective Action Program	<p>Simplify corrective action program and centralize infrastructure. Increase individual managerial accountability for correcting problems. Improve quality of evaluations and actions. Eliminate low-value process steps. amalgamate 3 site SCR databases into a single instance. Return accountability for evaluation/action quality to managers as opposed to Corrective Action department (e.g. focus on results, not process)</p> <ul style="list-style-type: none"> • Reduce organizational appetite for low-level evaluations (e.g. 40% reduction in number of Apparent Cause Evaluations) - shift towards more high-level (i.e. root cause) evaluations and increased trending • Eliminate low value activities • Reassign staff who currently support the process at sites and centrally • Train managers and staff on new accountabilities • Change Corrective Action Review Board, Management Review Meeting focus • Right-size number of evaluators - reduce number of Apparent Cause Evaluators from ~1100 to ~400, reduce number of Root Cause evaluators from ~40 to ~25).
People & Culture	HR Services Centre	<p>Establish a service centre within People & Culture (P&C) to provide administrative services and advice to employees, managers and pensioners on a broad range of Human Resource (HR) related matters. This includes:</p> <ul style="list-style-type: none"> • Setting up a contact centre that will respond to general inquiries and provide access to specialized services and administrative support from third party service providers (e.g. pension and benefits administration) and centralized shared services within P&C (e.g. centralized health, safety, pay and staffing functions). • Streamlining administrative processes, centralizing resources (e.g. health and safety, and HR generalist functions), and providing process and program related support within P&C. • Implementing tools to support the monitoring, routing and escalation of requests and inquiries, as well as providing information to employees and pensioners in a more usable and accessible format using web based tools.
People & Culture	Training - Support & Planning Consolidation	Integrate support & planning functions from Nuclear, Thermal, Hydro and Leadership training organizations. Support includes learning management system administration, learning centre coordination, content production, event planning and scheduling, reporting, measurement, business planning and learning strategy.