



Plan

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REFURBISHMENT PROGRAM REPORTING MANAGEMENT PLAN

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**Refurbishment Program Reporting
Management Plan**

NK38-PLAN-09701-10067-0005-R000
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Revision Summary

Revision Number	Date	Comments
R000	2013-01-31	Initial issue

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1.0 INTRODUCTION

This plan specifies how program reporting will be managed for Nuclear Refurbishment (NR). The purpose of this plan is to ensure timely and effective program reporting to support the successful execution of the Darlington Refurbishment program. Specifically, program reporting will support management decision processes, measure progress against established business objectives, and flag any performance gaps that require management attention.

This Program Reporting Management Plan will specify the following:

- (a) The ownership **framework** for program reporting, including accountabilities for standard reports
- (b) The metrics infrastructure that supports program reporting
- (c) The standard program and project reports that will be produced, including:
 - Owner
 - Description
 - Target audience
 - Frequency

2.0 PROGRAM DESCRIPTION

The overall program objectives and description are contained in the Darlington Refurbishment Project Charter, D-PCH-09701-10000 R001, and Program Structure and Summary Management Plan, NK38-PLAN-09701-10067 Sheet 1.

The NR Project Reporting Department has overall accountability for the development, administration, and maintenance of the processes, procedures and tools to effectively implement program reporting.

Program reporting will follow the same principles for all phases of the program, though the specific metrics and reports will vary to align to the business needs of each phase.

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3.0 PROGRAM REPORTING MANAGEMENT APPROACH

A comprehensive, tiered metrics infrastructure will be established at program, project, and functional levels of NR to measure progress in the areas of:

- Safety
- Scope
- Schedule
- Cost
- Quality

A Metric Specification Sheet will be developed for each metric to include:

- Definition
- Owner
- Performance criteria and/or targets
- Measurement method
- Frequency
- Data Source

A common electronic metric repository will be established within NR. To the extent possible, NR program report data will be drawn directly from the metric repository.

3.1 Standard Reports

A set of standard reports will be produced for communicating program and project level performance to suit various stakeholder needs. Generally, these reports are differentiated by the level of detail required and the metrics reported.

- (a) **Board Update** is a high level program status report prepared for the OPG Board of Directors.
- (b) **Program Status Report** summarizes the performance of major sub programs and major projects.
- (c) **Sub Program Reports** are reports prepared for the major sub programs (e.g. Detailed Planning program and Campus Plan).
- (d) **Project Reports** are quad charts that highlight the status of a major project or 'bundle' (e.g. Feeder Replacement project).
- (e) **Functional Reports** are quad charts that highlight the status of major functional organizations supporting the program (e.g., Program Planning and Controls, Engineering etc).

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- (f) **Senior Management Reports** are high level program status reports prepared for OPG senior management. These include: the Nuclear Oversight Committee (NOC) report; Key Result Meeting (KRM) report; Major Project Status Report (MPSR); Corporate Scorecard; and Report Card.
- (g) **Financial and Funding Analysis Reports** are reports that contain details of cost and budgets, analyses of variances and forecasts, and resource details.
- (h) **Major Engineering Procurement Construction (EPC) Reports** are high level reports that summarize the performance of major EPC contracts.

The table below is a summary of the standard reports and the key stakeholders. For example, the key stakeholders for the Board Update will be Board of Directors, the Executive Vice President (EVP) of Nuclear Projects, Senior Vice President (SVP) of Nuclear Refurbishment (NR), the Refurbishment Project Executive Team (RPET) and the Chief Financial Officer (CFO). The list of stakeholders is not meant to be exhaustive.

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Stakeholders			OPG Mgmt					NR Mgmt		NR Execution		NR Functions			
Reports	Provincial Govt	BOD	EMT	NEC	NOC	President (CEO)	EVP-Nuclear Project	SVP-NR	RPET	Execution VP	Project Mgr	Functional VP	Functional Dir	Functional Mgr	CFO
1. Board Update		x					x	x	x						x
2. Program (consolidated) Status Report							x	x	x						
3. Program (e.g. Detailed Planning) and Bundle Reports							x	x	x	x		x			
4. Project Reports (quad chart)							x	x	x	x	x	x			
5. Functional Reports (quad chart)							x	x	x				x	x	
6. NOC Report (or Program Status Report section A)		x			x										
7. MPSR Project > \$25M			x		x										
8. MPSR Project > \$15M				x											
9. KRM	x		x				x	x							
10. Corporate Scorecard			x			x	x	x							x
11. Report Card							x	x							
12. Funding Analysis and Cost Variance Reports											x	x	x	x	
13. Major EPC Contract Reports							x	x	x	x	x	x			
14. Financial Reports							x	x	x						x

3.2 Frequency and Timing

The frequency of the reports will vary according to the purpose of the reports and the phase of the project life cycle. They can be quarterly, monthly, weekly or even daily. For example, during the Initiation and Definition Phases, the typical interval will be monthly. During the Execution Phase, the typical interval may be weekly. The table below shows the nominal frequency for each type of report. On an as required basis, non standard reports will be provided to meet specific communication needs.

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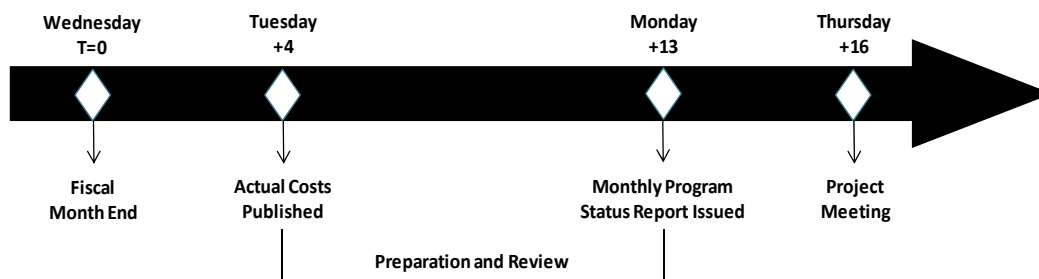
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Reports	Quarterly	Monthly	Weekly	As Required
1. Board Update	X			
2. Program (consolidated) Status Report		X		
3. Program (e.g. Detailed Planning) and Bundle Reports		X		
4. Project Reports (quad chart)		X		
5. Functional Reports (quad chart)		X		
6. NOC Report (or Program Status Report section A)	X			
7. MPSR Project > \$25M	X			
8. MPSR Project > \$15M	X			
9. KRM		X		
10. Corporate Scorecard		X		X
11. Report Card		X		
12. Funding Analysis and Cost Variance Reports		X		
13. Major EPC Contract Reports		X	X	X
14. Financial Reports		X	X	

Reports will be provided in a timely manner, usually within 3 weeks after the OPG fiscal month end for monthly reports, and within a month for the quarterly report. Weekly reports will be produced within a day of the end of each OPG fiscal week. The diagram below illustrates the typical timing of key events for the monthly Program Status Report.



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3.3 Roles and Responsibilities

Many parties will be involved in the management, execution, administration and maintenance of the Program Reporting Management Plan. Each party will be performing an explicit role with distinct responsibilities. The roles and responsibilities are illustrated in a RACI chart below. The definitions for the RACI are as follows:

- R Responsible for the execution of the process or getting the job done
- A Accountable, ownership of quality and end result of process
- C Consulted, involvement through input of knowledge and information
- I Informed, receiving information about process execution and quality. Note: Does not include the intended stakeholders represented in section 3.1

Reports	NR Reporting Mgr	Project CSA	Director, NR Planning and Control	EVP-NRPS	SVP-NR	VP - NR Execution	NR Project Mgr	VP - NR Engineering	NR Functional Dir	NR Functional Mgr	NR Controller	Op Performance Reporting	Public Affairs
1. Board Update	R		A	C	C	C	C	C	C	C	C		
2. Program (consolidated) Status Report	R		A			C	C	C	C	C	C		I
3. Program (e.g. Detailed Planning) and Bundle Reports	R		A			C	C	C	C	C	C		
4. Project Reports (quad chart)	C	R	A				C	I	I	I	I		
5. Functional Reports (quad chart)	C	R	A			I	I	C	C	C	I		
6. NOC Report (or consolidated Program Status Report section A)	R		A	C	C	C		C					
7. MPSR Project > \$25M	R		A	C	C	C	C	C	C		C		
8. MPSR Project > \$15M	R		A	C	C	C	C	C	C		C		
9. KRM	R		A	C	C	C		C	C				
10. Corporate Scorecard	R		A	C	C						C		
11. Report Card	R		A		C						C	I	
12. Funding Analysis and Cost Variance Reports	R, A					C	C	C	C	C	C		
13. Major EPC Contract Reports	R		A			C	C	I	I	I	C		
14. Financial Reports	C		A								R		

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3.4 Program Reporting Management Review

At a minimum, review and, if necessary, revision of this document will be carried out at each major funding release to ensure the cost control processes are still adequate.