

Plan

Internal Use Only		
Document Number:	Usage Classification:	
NK38-PLAN-09701-10067	N/A	
Sheet Number:	Revision Number:	Page:
0008	R001	1 of 8

Title:

REFURBISHMENT PROGRAM STAFFING MANAGEMENT PLAN

© Ontario Power Generation Inc., 2013. This document has been produced and distributed for Ontario Power Generation Inc. purposes only. No part of this document may be reproduced, published, converted, or stored in any data retrieval system, or transmitted in any form or by any means (electronic, mechanical, photocopying, recording, or otherwise) without the prior written permission of Ontario Power Generation Inc.

**Refurbishment Program Staffing
Management Plan**

NK38-PLAN-09701-10067-0008-R001
2013-01-31

Order Number: N/A
Other Reference Number: N/A

Internal Use Only

Prepared by: S. Robson
Human Resources Consultant
Refurbishment

Approved by: H. Viveiros
Manager, Human Resources
Refurbishment

Plan

Internal Use Only		
Document Number:	Usage Classification:	
NK38-PLAN-09701-10067	N/A	
Sheet Number:	Revision Number:	Page:
0008	R001	2 of 8

Title:

REFURBISHMENT PROGRAM STAFFING MANAGEMENT PLAN

Table of Contents

	Page
Revision Summary	3
1.0 INTRODUCTION	4
2.0 PROGRAM DESCRIPTION.....	4
3.0 PROGRAM STAFFING & RESOURCES MANAGEMENT APPROACH	4
3.1 Program Staffing and Resources	4
3.2 Staffing and Resources Management Processes	5
3.3 Program Plan and Set-Up Phase.....	5
4.0 STAFF AND RESOURCES PLANNING	6
4.1 Defining Program Staffing and Resources Requirements	6
4.2 Program Organization Chart.....	6
4.3 Program Executive Responsibilities.....	6
5.0 PROGRAM STAFF TRAINING	7
5.1 On-Boarding Policies and Checklist.....	7
5.3 Training Requirements and Training Plan.....	7
6.0 PROGRAM STAFF TRACKING AND MANAGEMENT	7
7.0 REPLACEMENT OF PROGRAM STAFF.....	7
8.0 PROGRAM STAFF TRANSITION AT PROGRAM COMPLETION	8
9.0 APPROVED ORGANIZATION CHANGES	8

Plan

Internal Use Only		
Document Number: NK38-PLAN-09701-10067		Usage Classification: N/A
Sheet Number: 0008	Revision Number: R001	Page: 3 of 8

Title:

REFURBISHMENT PROGRAM STAFFING MANAGEMENT PLAN

Revision Summary

Revision Number	Date	Comments
R001	2011-10-17	Initial issue.
R001	2013-01-31	Updated and reissued.

Plan

Internal Use Only		
Document Number:	Usage Classification:	
NK38-PLAN-09701-10067	N/A	
Sheet Number:	Revision Number:	Page:
0008	R001	4 of 8

Title:

REFURBISHMENT PROGRAM STAFFING MANAGEMENT PLAN

1.0 INTRODUCTION

The Staffing Management Plan formalizes the processes to manage human resources over the life of the Darlington Refurbishment program. This plan references existing OPG and refurbishment planning processes, People and Culture policies, Supply Chain policies, and applicable Collective Agreements that may be used for program staffing.

When planning resources for a program is important to consider common resources across the program and projects as well as external to the program (within or outside of the organization). The **Staffing Management Plan** will address the issue of resources required to support the program throughout the entire life cycle; however, it will be detailed only for near term needs and updated as the Program progresses.

Both staffing and resourcing are essential components of a comprehensive program management plan to execute and monitor a program successfully. The process will allocate resources to the program and its functional departments and projects and promote resource visibility including supply and demand of resources, through program reporting.

2.0 PROGRAM DESCRIPTION

A general description of the Darlington Refurbishment Program is contained in:

- D-PCH-09701-10000 R001 - Darlington Refurbishment Project Charter
- NK38-PLAN-09701-10067, Sheet 1 - Darlington Refurbishment Program Structure and Summary Plan.

See both documents for details of the Refurbishment Program's objectives, phases and strategies.

3.0 PROGRAM STAFFING & RESOURCES MANAGEMENT APPROACH

3.1 Program Staffing and Resources

Staffing and resource requirements will change as the program progresses through the definition phase. This document will be updated as required to prepare for upcoming phase changes.

The Refurbishment Program may be resourced in a number of ways:

Plan

Internal Use Only		
Document Number:	Usage Classification:	
NK38-PLAN-09701-10067	N/A	
Sheet Number:	Revision Number:	Page:
0008	R001	5 of 8

Title:

REFURBISHMENT PROGRAM STAFFING MANAGEMENT PLAN

- (a) Direct staff reporting to the Nuclear Refurbishment organization and contributing to deliverables for the Darlington Refurbishment program. These staff may be Full-time, temporary, or on rotational assignments.
- (b) Support from other OPG Business Units, in a “matrix” or embedded fashion, as planned in the Business Planning process and documented in individual procedures and/or interface agreements.
- (c) External purchased services contracts including Augmented Staff, specialized contracts, and managed task contracts.

Details of the staff and resources will be developed and maintained in the Program Business Plan, which is part of OPG’s Business Plan, as outlined in N-PROG-AS-0005 Nuclear Business Planning, and it’s supporting Business Planning process, N-PROC-AS-0080.

Responsibility for staff and resource planning lies with the Program Manager, the Senior Vice-President, Nuclear Refurbishment, with support from the Director, Planning and Control, the Controller, and the Human Resources Manager. All members of the Darlington Refurbishment Program management team are accountable for resource planning and identification of staffing needs as part of the overall planning process.

3.2 Staffing and Resources Management Processes

Refurbishment will follow OPG People and Culture staffing processes with support from local Human Resources. Documents related to staffing are available to supervisors via the OPG intranet and Manager Self Serve. Staffing will be in compliance with all labour requirements/collective agreements and be aligned with corporate goals relating to Business Transformation and organizational designs.

3.3 Program Plan and Set-Up Phase

Program staffing and resourcing profiles for each Refurbishment department and project have been developed as part of the Definition Phase planning effort. On November 15, 2012, at time of Board approval of Release 4b, the staffing plans were base lined.

Further changes/increases to the staffing plan baseline approved for Release 4b (November 15, 2012) will be through the Refurbishment Cost and Schedule Change Control process, N-MAN-00120-10001-PC and the Project Gated Process, [N-Man-00120-10001 Sht. GRB).

Plan

Internal Use Only		
Document Number:	Usage Classification:	
NK38-PLAN-09701-10067	N/A	
Sheet Number:	Revision Number:	Page:
0008	R001	6 of 8

Title:

REFURBISHMENT PROGRAM STAFFING MANAGEMENT PLAN

4.0 STAFF AND RESOURCES PLANNING

4.1 Defining Program Staffing and Resources Requirements

Staffing and Resources requirements for the **program** are based on the scope, the proposed matrixed organization, and the need to provide 'oversight' to Engineering-Procurement-Construction (EPC) contractors. .

Program Staffing Requirements include:

- Refurbishment Program Executive Team
- Administrative support
- Corporate support (strategic e.g. Law, Regulatory Affairs, Finance, People and Culture)
- Functional Management, including Program Planning & Control, Managed Systems Oversight, Engineering
- Project Managers and staff, including matrixed staff, for each of the Program's Projects
- OBU support (technical e.g. Nuclear Engineering, Finance)

Project Managers will develop a Staffing and Resource Management Plan (complete with organization charts and responsibility matrices) in support of the overall program management process, as part of the Nuclear Projects Gated Process.

4.2 Program Organization Chart

See NK38-PLAN-09701-10067, Sheet 1 - Darlington Refurbishment Program Structure and Summary Plan, Appendix A for an overview of the Program Organization Chart.

4.3 Program Executive Responsibilities

Refurbishment Program's Band G and above role documents can be accessed through the OPG Document repository, PassPort, using PowerSearch and the following document numbers:

N-MAN-08131-10000-S7-0003	Executive Vice President, Nuclear Projects
N-MAN-08131-10000-S6-0012	Senior Vice President, Nuclear Refurbishment
N-MAN-08131-10000-S5-0120	Vice President, Nuclear Refurbishment Engineering
N-MAN-08131-10000-S5-0122	Vice President, Nuclear Refurbishment, Execution
N-MAN-08131-10000-S5-0080	Director, Nuclear Refurbishment, Nuclear Safety
N-MAN-08131-10000-S5-0081	Director, Nuclear Refurbishment, Engineering
N-MAN-08131-10000-S5-0102	Director, Nuclear Refurbishment, Managed System Oversight
N-MAN-08131-10000-S5-0103	Director, Nuclear Refurbishment, Operations & Maintenance

Plan

Internal Use Only		
Document Number:	Usage Classification:	
NK38-PLAN-09701-10067	N/A	
Sheet Number:	Revision Number:	Page:
0008	R001	7 of 8

Title:

REFURBISHMENT PROGRAM STAFFING MANAGEMENT PLAN

N-MAN-08131-10000-S5-0104 Director, Nuclear Refurbishment, Supply Chain
N-MAN-08131-10000-S5-0116 Director, Nuclear Refurbishment, Program Planning
& Control

See NK38-PLAN-09701-10067, Sheet 1 - Darlington Refurbishment Program Structure and Summary Plan, Appendix B for a summary of the responsibilities of each key role.

5.0 PROGRAM STAFF TRAINING

5.1 On-Boarding Policies and Checklist

Refurbishment program managers may use the OPG Staff Orientation package found on the OPG Human Resources webpage.

5.3 Training Requirements and Training Plan

Refurbishment Program will follow OPG training governance N-PROG-TR-0005, Nuclear Training, and it's supporting documents, and work with OPG's Training functional department, where applicable.

Darlington Refurbishment – Project Training Work Plan, NK38-PLAN-09701-10007, has been developed to support Refurbishment program's additional needs regarding training.

6.0 PROGRAM STAFF TRACKING AND MANAGEMENT

Refurbishment Program staff will use OPG Nuclear's standard time reporting system, TEMPUS, for timekeeping and time management related needs, such as vacations.

Refurbishment supervisors will use OPG Nuclear's standard Human Resource tools and processes for such things as performance monitoring; e.g. Performance Planning & Review (PPR).

7.0 REPLACEMENT OF PROGRAM STAFF

Darlington Refurbishment will implement a succession plan for all key positions in a manner consistent with, and where required, integrated with, the succession planning process performed at the Nuclear Operations level.

Refurbishment Program staff vacancies are addressed through the normal OPG hiring processes as outlined in Section 3.2 of this plan.

Plan

Internal Use Only		
Document Number:	Usage Classification:	
NK38-PLAN-09701-10067	N/A	
Sheet Number:	Revision Number:	Page:
0008	R001	8 of 8

Title:

REFURBISHMENT PROGRAM STAFFING MANAGEMENT PLAN

8.0 PROGRAM STAFF TRANSITION AT PROGRAM COMPLETION

A plan will be developed on the process for transitioning staff from the Refurbishment Program back to Nuclear Operations during the Definition Phase. This will be complete as part of the transition plans that are being developed for each organization. Further planning will be required for the core Darlington Refurbishment Program staff.

9.0 APPROVED ORGANIZATION CHANGES

Organization changes will be processed per N-PROC-AS-0068 Organizational Change Control.

Further changes/increases to the staffing plan baseline approved for Release 4b (November 15, 2012) will be through the Refurbishment Cost and Schedule Change Control process, [Document Number] and the Project Gated Process, [Document Number].