ONTARIO**POWER** GENERATION

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Title:
PROGRAM MANAGEMENT SYSTEM OVERSIGHT MANAGEMENT PLAN

**Program Management System
Oversight Management Plan**

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Revision Summary

Revision Number	Date	Comments
R000	2013-01-31	Information updated to reflect current dates and business plan objectives.

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1.0 PURPOSE

This management plan defines the mission, scope and strategies for the Management Systems Oversight (MSO) department of the Darlington Refurbishment (DR) Program. In addition, this document describes the major deliverables, activities, organization and staffing plans, assumptions, constraints, risks and mitigation plans associated with the execution of the defined work program.

2.0 MISSION AND GOALS

The mission of the MSO department is to provide effective oversight of the Management System to ensure compliance to applicable standards, programs and processes over the life of the DR Project.

The initial goal of the MSO department was to facilitate the definition of the Darlington Refurbishment management system and the organizational design of the project. This included defining roles and responsibilities, accountabilities, and processes that support a successful completion of the project.

In 2013 and beyond, the goal of the division will shift to the implementation of the Oversight Program, Corrective Action Program and coordination of Program Assurance activities.

3.0 SCOPE AND RESPONSIBILITIES

As described above, in 2013 the department's scope and responsibilities changed from architect of the organization and governance, to performing Oversight activities, implementing the Corrective Action Program and coordinating Program Assurance activities on the various departments and project contractors.

During the initial phase most of the effort of the department was directed at developing and facilitating the organization's design process. This included coordinating and facilitating workshops with each of the functional groups to complete their organization design templates. The results are documented in the form of a "playbook" and department Management Plans.

In addition to design project oversight, the department is responsible for the definition and documentation of the governance framework and management system for the overall Darlington Refurbishment project. As this work is ongoing and will involve collaboration with other stakeholders and functional leads it will be captured in governance documents and other related non-governance documents. The group is also responsible for administrative oversight of the Corrective Action program.

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3.1 Oversight

Project Managers are responsible for the creation and implementation of the Project Oversight Plans in DR. Management Systems Oversight will assist the Project Manager in the development and execution of the Oversight Plan. This will be accomplished by matrixing staff to the project teams. In addition, a Program Oversight plan will be developed to provide guidance to both Project teams and MSO personnel in the development and implementation of Oversight Plans

Standards for the Oversight plans are documented in N-STD-AS-0030, Nuclear Projects Oversight Standard and in N-MAN-09701-10002, Nuclear Projects Oversight Guide.

3.2 Corrective Action Program

Management Systems Oversight is accountable for the implementation of the Corrective Action Program in DR. The Corrective Action Program is documented in N-PROG-RA-0003. There are three main processes that make-up the Corrective Action Program:

- Station Condition Record, N-PROC-RA-0022

- Self Assessment and Benchmarking, N-PROC-RA-0097

- Operating Experience Process, N-PROC-RA-0035

Management Systems Oversight provides administrative support and oversight activities for Station Condition Records. Management engagement is achieved through the Management Review Meetings, (MRM) and Corrective Action Review Board, (CARB).

A Self Assessment schedule is developed annually and MSO staff participate in all Divisional Self Assessments to ensure quality and rigor of process.

The Operating Experience Process (OPEX) is controlled and Administered by Planning and Controls (P&C) Department. MSO provides support to P&C in the review of OPEX

3.3 Program Assurance

Assurance of Safety, Quality, Schedule, Cost and Prudence program objectives will be met in accordance to OPG's Nuclear Management System defined in Charter N-CHAR-AS-0002, the EPC Vendor's Quality Program, OPG Oversight and OPG In-process checks. Management Systems Oversight has a role in the process: assisting in the coordination of audits as well as the development of an assurance map with the Internal Audit Department. Program Assurance is documented in N-MAN-09701-10004-R0.

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4.0   STRATEGY

The strategy in the initial stages of the project was to staff the Management Systems Oversight organization with a small number of experienced staff who understand the construct of a management system, and governance framework. Later into the project this group will act as the functional support and 'center of excellence' for the organizational design, management system definition and implementation.

In 2013 and beyond, additional resources will be added to provide direct support to the Project Teams and functional leads in the area of oversight, corrective action and program assurance These resources will be secured through various avenues including internal vacancy postings for regular and/or rotational positions.

5.0   2013 MILESTONES AND KEY DATES

No.	Milestone Name	Key Date	Responsible	Accountable	Description	Completion Criteria
1	2014 Divisional Self Assessment Schedule	15 Dec 2013	All	Director, MSO	Develop Self Assessment Schedule	Document issued
2	MSO Department Ownership Transfer Plan	30 Nov 2012	Mgr, MSO	Director, MSO	How Darlington NGS/ DR will use the CAP	Document issued
3	DR MRM Implementation	8 Jan 2103	All	Director, MSO	Implement DR MRM	On-going once established
4	DR CARB Implementation	28 Feb 2013	All	Director, MSO	Implement DR CARB	On-going once established
5	DR Program Assurance Manual	15 Dec 2013	All	Director, MSO	Rev 1 of the DR Assurance Manual	Document Issued
6	DR Program Oversight Plan	15 Dec 2013	All	Director, MSO	Rev 0 of the DR Program Oversight Plan	Document Issued
7	Develop DR Oversight Training	31 March 2013	All	Director, MSO	Training Objectives, Detailed Training Material	Training Development Documentation Issued
8	Start DR Oversight Training	30 June 2013	All	Director, MSO	Start Oversight Training	Start Oversight Training
	DR Oversight Plan/Log Needs Assessment	30 June 2013	All	Director, MSO	Understand needs of the Oversight Log	Issue of BRD or related document

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6.0   MAJOR WORK AND SUMMARY ACTIVITIES

The Management Systems Oversight department is accountable to establish and provide oversight of the Management System for the DR Program. This will consist of the standards and processes by which each part of the organization fulfills their requirements to meet the standards of the CSA N286-05, as outlined in the Nuclear Charter and Project Management program documents.

The task of monitoring and oversight will be a shared accountability between the functional groups, Project Managers and the MSO department. Supply Chain representatives will provide initial review and acceptance of vendor QA programs through the pre-qualification process. Project Managers will provide vendor oversight during execution of their assigned project work. The Management Systems Oversight functional group will provide oversight of both the vendors QA program execution and the DR team compliance with the Management System.

The major work activities for the MSO group include developing and implementing the Oversight supporting governance and training programs, managing the DR Program Oversight Plan, providing administrative oversight of the Corrective Action Program and overseeing the development and implementation of the divisional level Self Assessment plan. Additional work will include coordination of ad hoc reviews and assessments by both internal and external parties.

7.0   MANAGEMENT DOCUMENT LIST

In order to effectively manage the DR Program, thegovernance framework must demonstrate compliance with applicable codes and standards but is conducive to the project environment. DR follows the Nuclear charter, N-CHAR-AS-0002,along with modifications made to implementing documents as needed.
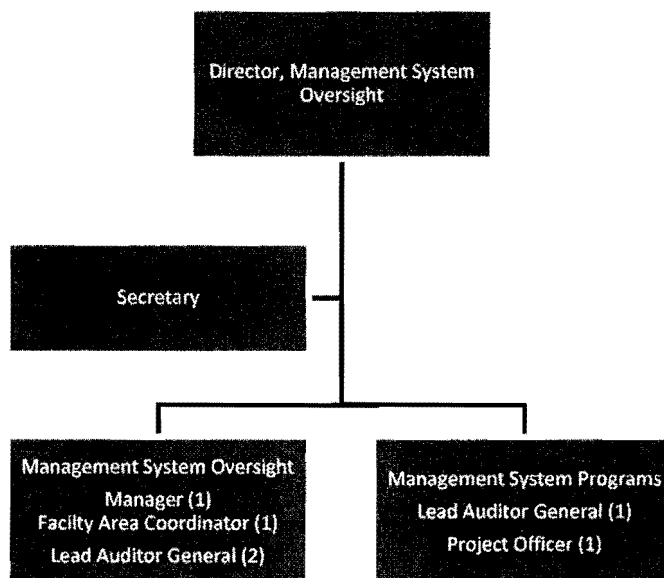
8.0   RESOURCE PLAN

MOS's business plan staffing levels is 7 FTE positions and funding for 1 Other Business Unit, (OBU) staff. The department's primary role is one of oversight with the bulk of these resources allocated to support the Project Teams within the matrix organization or dedicated to management systems self assessment and oversight work.

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<u>Organization Chart</u>

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Yearly Staff Requirement

Position Title	Job Family	Employee Type	Functional Description	2013 to 2024
Director	Band F (Director)	Regular	MSO Oversight	1
Secretary	Manager Assistant (Secretary or Admin)	Regular	Administrative	1
Dept Manager	Band G (Manager)	Regular	MSO Oversight	1
Lead Auditor	MP6 (Sr. Advisor, Technical Specialist)	Regular	Oversight	3
Facility Area Coordinator	MP4, Technical Officer	OBU	Corrective Action Program	1
Project Officer	Project Officer	Regular	Oversight	1

Human Resource Strategy

Initial positions will be staffed with Regular status positions via the advertised vacancy process drawing from applicants within OPG. As additional resources are required, positions will be advertised on a Regular or Rotational basis depending on the identified need or circumstance.

Contract List (excluding the major refurb contracts)

No.	Contract Name	Value	Awarding Time
1	Nuclear Oversight Support for Audits	$ 100,000 per yr	Q1 – 2013
2	Oversight reporting software development	$ 250,000	Q2 - 2013

Other Business Unit Support

Support will be required for the implementation of the Oversight Training program. These needs have been identified to the DR Operations and Maintenance Training Manager for inclusion in their business plans.

A Facility Are Coordinator has been matrixed to support DR establish and administer the corrective action program. This person will be funded through OBU funding

9.0   ASSUMPTIONS AND CONSTRAINTS

In addition to the assumptions and constraints previously identified through the project charter, the following assumptions are specific to the Management Systems Oversight department activities and work programs.

- Project Managers will be accountable for direct oversight of the effectiveness of the vendors quality programs and performance over the life of the project.

- Governance and supporting documentation will be authored by the appropriate functional groups.

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The Corrective Action Program will continue to be owned and administered by the Nuclear program owner. If major process or program changes are required, and the Nuclear Programs group discontinues its support to the DR project, additional internal resources will be required.

10.0 RISKS AND MITIGATION MEASURES

No.	Risk	Mitigation
1	Vendor Quality Systems found deficient during the life of the project	Additional resources may be required for increased oversight of vendors
2	Internal processes and management systems found deficient or not being implemented as intended	Additional resources may be required for increased internal oversight

11.0 OTHER SUGGESTIONS

In order for the DR program to be successful there is a need for each of the functional groups to be aligned. Over the course of the project Organizational Design should be reviewed periodically to ensure optimum execution of the work program and project objectives are being met. Roles and responsibilities need to be clear to all, with positional accountabilities and authorities set up to match the organizational design.