

1 Q. (Table 9.1, page 68, report entitled Upgrade Transmission Line Corridor - Bay
2 d'Espoir to Western Avalon) Please provide details relating to the management and
3 procurement of the transmission upgrade project. Will the project require that
4 Hydro hire additional staff during and/or post construction of the transmission
5 upgrade project?
6
7

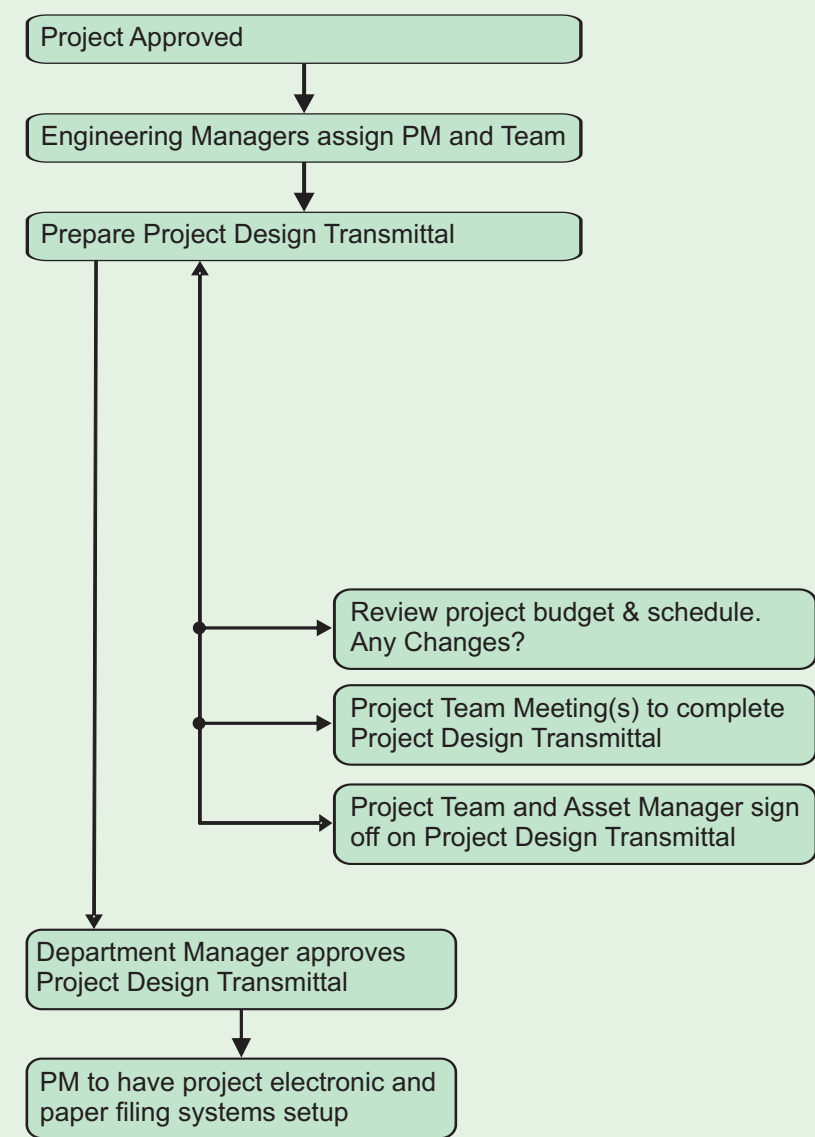
8 A. In support of project execution, Hydro will be required to hire additional temporary
9 staff. Not unlike current projects such as the new combustion turbine installation
10 at Holyrood, it is anticipated that a combination of engineering consultants,
11 temporary contractor expertise, and direct hire temporary and term employees will
12 be required.
13

14 The management and procurement of the project will be carried out in accordance
15 with Hydro's standard practices. Please see CA-NLH-009 Attachment 1 "Project
16 Management Process Flow-Chart".

ENGINEERING SERVICES - PROJECT MANAGEMENT PROCESS

PROJECT START-UP

Process



Reference Documents / Notes

Capital Projects approved by the Board of Commissioners of Public Utilities .
Operating Projects approved by Hydro Leadership Team .

Forms

Project Design Transmittal
Project Safety and Health Checklist
Project Environmental Checklist
Capital Business Unit Coding and Budget Breakdown
Cash Flow Sheet
Asset Assignment
Other Documentation, depending on the project, might include :
- Single line diagrams
- Detailed Project Plan (e.g Microsoft Project)
- Any other documents which define the scope of work

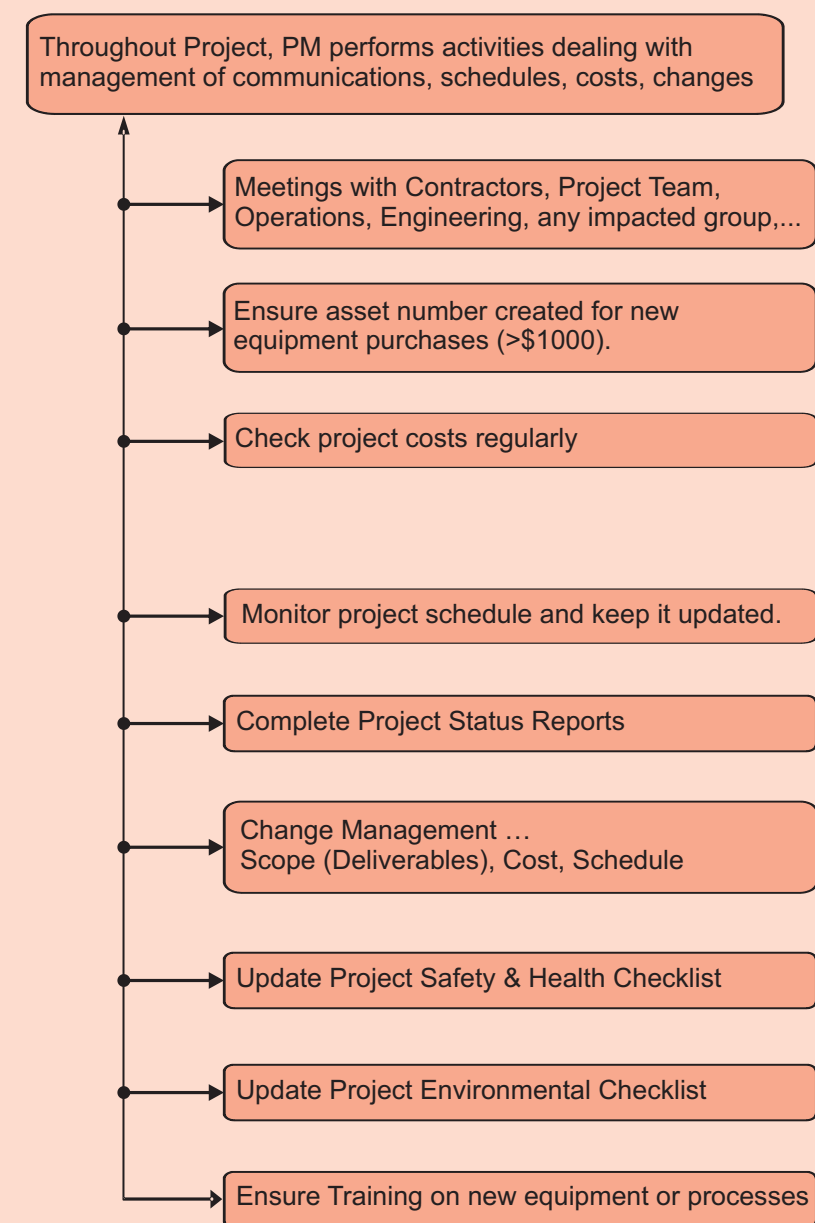
YES - Capital Budget Change Order is prepared.
Project is opened using original budget and CJC Change Order is applied.

Clear definition of everyone's roles and responsibilities.
Who? What? When?

Manager does quality check
Capital Asset Accounting (CAA) sets up Business Unit

Electronic Files H:\Engineering\Administration General\21 Project Files\year\dept\BU# & Project Title
Paper files created in TRIM .

PROJECT MANAGER RESPONSIBILITIES THROUGHOUT PROJECT



Corporate Communications should be consulted when information is being provided to the public .

Project Costs may be viewed on-line in JDE or a printed report can be generated.
For a printed report, see Project Cost Information - Procedure for Obtaining Job Cost Report from JDE provided in forms database .
Showcase Queries and Reports are available as helpful tools to use . Location is H:\Engineering \Telecontrol\Showcase Queries & Reports

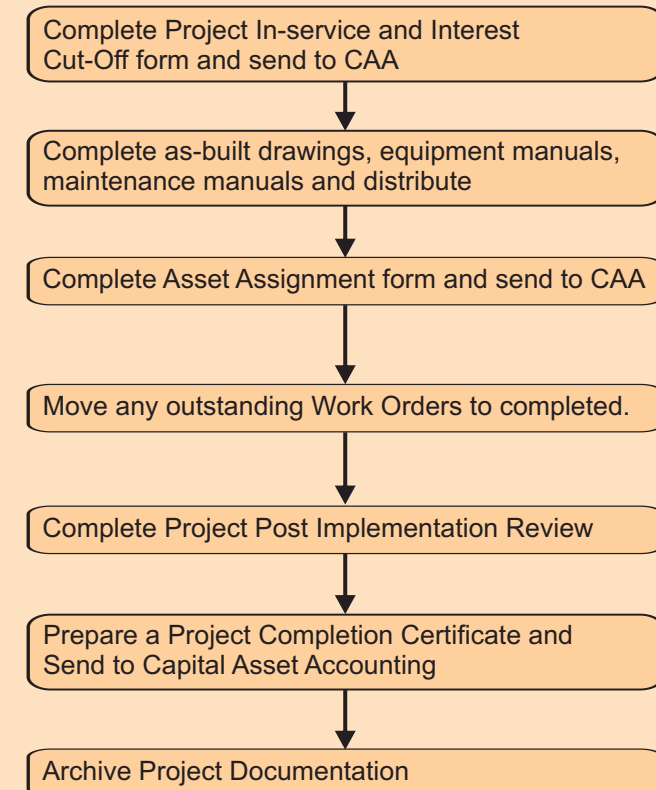
Requirement for doing and frequency of may be determined by Project Owner, Dept Manager .
Template and sample report are provided in the forms database .

Use Capital Budget Change Order Form for Cost and Schedule Changes .
All scope changes to be documented and should be reviewed for project impact prior to approval .

Complete training attendance sheet .

PROJECT CLOSE-OUT

Process



Reference Documents / Notes

Submit after equipment has been commissioned.
Template in forms database.

Template in forms database. Initial draft was included in Project Design Transmittal.

Use Work Order System in JDE.

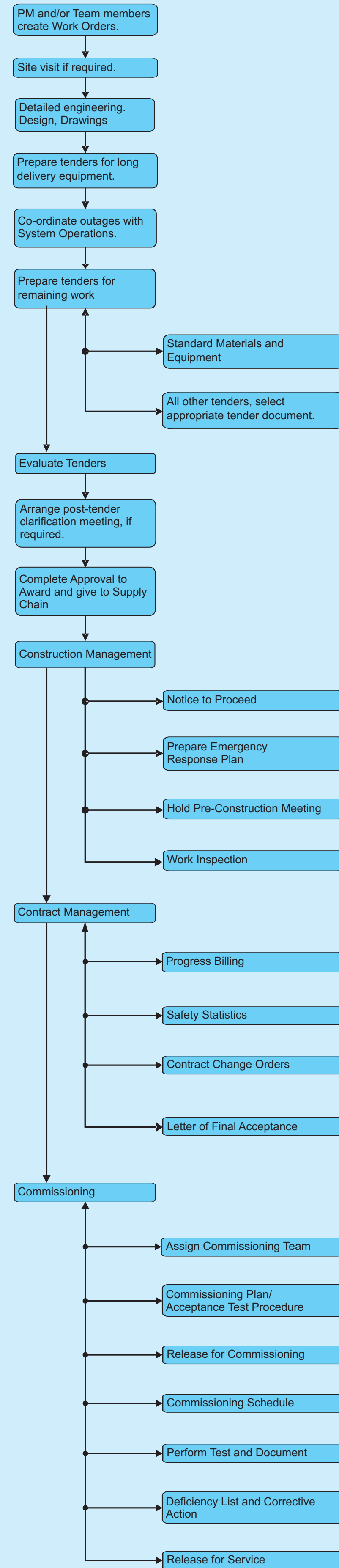
Template in forms database. Should include lessons learned survey.
Save in H:\Engineering\ADMINISTRATION GENERAL\QUALITY CONTROLS\Project Post Implementation Review Reports
Naming Convention : Business Unit - Project Title

Template in forms database.

Delete any emails or paper files that are not required to be archived.
Copies of emails should be saved as 'pdf' documents and stored with project files.
Procedure is in forms database – Save Lotus Notes files to pdf.

PROJECT EXECUTION

Process



Reference Documents / Notes

Use Work Order system in JDE .
All costs should be charged to work orders .

Should be done as early in the project as possible .
Outage times for generating plants and major transmission equipment may be restricted .
Availability of equipment outages may impact project schedule .

Draft tender document to be reviewed with Supply Chain & others as required.
Evaluation system to be defined, if required.

Use applicable engineering standard and attach an approved requisition .

Use Corporate Contract Selection Guidelines Database (LNotes) and select the appropriate document .
Any questions on which one to choose, contact Supply Chain Analyst .
Changes to Contract Standards will require input from Legal .

Meeting arranged through Supply Chain .
Reference document Post Tender Clarification Checklist in forms database .

Normally the form is provided with the Tender Evaluation Package, otherwise, template is available on the Forms Database (LNotes) .

To be issued before Contractor equipment/personnel permitted on site.

Cover : Safety and Environment Orientation, Emergency Response Plan, Site Security, Work Details
Attendees: Contractor, Operations, Engineering
Document with meeting minutes.

Can be based on Quantities or Milestones (depends on how the Contract was setup) . Talk to Supply Chain .
Templates in H:\Showcase Reports\Supervisory Reports\Supply Chain\Progress Billing

PM completes. Template is in forms database .
Send two copies to Contractor for signature, have returned to Hydro for signature , send one signed copy back to Contractor .
Send to Supply Chain .

Template is in forms database .
Letter lists documentation that Contractor must supply Hydro to close Contract .

Operations, Engineering and Manufacturer

Forms database .

Confirm outage requirements.
Any permits required ?

Commissioning Report
Test Results

Forms database .