

1 Q. Explain in detail how asset management personnel monitors, in general, the  
2 completions by field maintenance and construction operations of various  
3 inspections, PMs and CMs and reliability enhancement work.

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6 A. Completion of work is monitored through a combination of defined roles and  
7 associated responsibilities, along with specific points of control.

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9 Inside of Hydro's asset management strategy are roles which are responsible for the  
10 identification, planning and successful execution of required work. These roles  
11 include:

- 12 • Manager, Long Term Asset Planning: Leads long term asset planning and  
13 critical spares management activities. Accountable for developing and  
14 refreshing the 20+-year asset plan addressing asset rehabilitation/overhaul,  
15 renewal and replacement. Drives development of annual asset work plan  
16 and provides oversight and input into effectiveness of asset maintenance  
17 activities including preventative and predictive maintenance.
- 18 • Manager, Work Execution: Covers execution of work planned for a given  
19 year. Leads the planning and execution of work within an annual cycle in a  
20 safe, environmentally friendly and effective manner. The Work Execution  
21 Group includes front line maintenance supervisors.
- 22 • Short Term Planning and Work Scheduling Supervisor: Leads the planning of  
23 work to deliver the work outlined in the annual work plan by developing  
24 seven and 30-day work schedules. Determines resource, materials, tools  
25 and equipment requirements to complete planned work and generates  
26 work orders and other documentation to support work execution.

- 1           • Asset Owner: The business unit leader who has custody and day-to-day  
2           control and accountability over asset work planning, work execution, and  
3           operations.
- 4           • Manager, Project Execution, Regulated Hydro: This role leads Hydro's  
5           Project Execution and Technical Services project managers in all elements of  
6           the planning, design and execution of projects. The primary focus of this  
7           position is to ensure the timely and cost-effective completion of the annual  
8           project execution program, and the role oversees the coordination of  
9           project teams and their work execution.
- 10          • Manager, Office of Asset Management: The Manager, Office of Asset  
11          Management is the champion of asset management excellence throughout  
12          Nalcor. This role leads the introduction of the asset management framework  
13          through all lines of business and facilitates, supports and coordinates the  
14          successful use of asset management principles and practices to realize  
15          Nalcor's commitment to business excellence.

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17          These roles collectively work together to ensure the development of Annual Work  
18          Plans (AWPs) and manage the execution of those plans across months, weeks, and  
19          individual activities. The AWP contains the scope of essential work for safe, reliable  
20          and sustainable production and delivery of electricity to customers, execution and  
21          outage schedules and supporting resource plans. These plans are initially based  
22          upon known work, prioritized and loaded into the plan through team-based  
23          evaluation. The plan is holistic and includes preventive and corrective  
24          maintenance, training, as well as project work. The AWP flows into monthly and  
25          weekly schedules and is the baseline for control and management of change.

Specific points of control are established to monitor the execution of work at the activity level, the monthly level and the annual level. They are as follows:

- Work order completion reporting;
- Daily work completion review;
- Weekly schedule completion reporting;
- Regular red line reviews of AWP progress; and
- Project execution reporting.

Work orders are used to identify and track work at the activity level, including completion, cost and maintenance history. Work Execution supervisors review completion of daily crew assignments in support of weekly schedule completion.

Weekly schedules of planned work orders are issued to maintenance supervisors from Short Term Planning and Work Scheduling. These schedules are reviewed for progress against plan by Work Execution management as part of the weekly cycle for developing the next weekly schedule.

At the Annual Work Plan level, regular red line reviews are held to evaluate progress against plan, address any significant changes in scope and schedule, and then adjust the plan and/or resources as necessary to keep the plan balanced, achievable and focused on priorities. At the back end of shutdowns/turnarounds there are also reviews of work lists to confirm full completion and no loose ends. Project Execution has a comprehensive monthly reporting process as well, where individual project managers report on their projects individually in consideration of scope, schedule, cost and quality, with oversight by the Manager, Project Execution, Regulated Hydro.

- 1 The Office of Asset Management provides coaching and oversight on process and
- 2 consistency of approach through annual assessments and in the field observations.