

1 Q. **Asset Management**

2 Further to the response to PUB-NLH-155 on page 7 of the response Hydro stated
3 that *“TRO (Transmission and Rural Operations) reviewed the status of all PMs*
4 *(preventive maintenance work orders) in 2010 to ensure completeness and*
5 *consistency across similar assets and improvements were subsequently made. In*
6 *light of the January 2014 events, TRO is implementing the following initiatives”*.

7 What initiatives did TRO implement between 2010 and 2014 to improve annual PM
8 work completion percentages, other than deferring some work in the annual plan
9 and has Hydro implemented the seven PM work completion initiatives indicated on
10 pages 7 and 8 of the response?

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13 A. In 2010, TRO implemented an annual work plan that took into account the outcome
14 of the PM review and included the first of a six-year plan to recover terminal station
15 PMs. The annual work plans for 2011 – 2014 also included terminal station PM
16 recovery work. The following initiatives were focused on to ensure actual work was
17 tracked against plan and necessary recovery work was considered:

- 18 1. Quarterly reviews of the annual work plan by Work Execution, Long
19 Term Asset Planning, Short Term Planning and Scheduling, and
20 Operations;
- 21 2. Monthly PM completion reports by department circulated to all
22 managers and supervisors;
- 23 3. Weekly planning meetings to discuss progress of the current week’s plan
24 and work plans required for the following week; and
- 25 4. PM compliance targets were included in the performance agreements
26 for Regional Managers starting in 2013.

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1 Hydro further revisited the 2014 TRO annual work plan post the January events to
 2 ensure all necessary PM recovery and incremental capital work was integrated into
 3 the plan and adequately resourced. The following seven initiatives noted on pages 7
 4 and 8 of Hydro's response to PUB-NLH-155 were implemented to ensure enhanced
 5 compliance to annual work plans. The status of each is indicated below:
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#	Description	Status
1.	Implement additional oversight and sign-off of annual work plans to ensure a resource balanced plan, enabling continued successful execution of the PM program.	The revised 2014 annual work plan, which included PM recovery, was reviewed and agreed to by Work Execution, Long Term Asset Planning, Short Term Planning and Scheduling and the Regional Managers and General Manager. In addition, weekly S-Curves comparing actual work to planned work are prepared and reviewed by all Managers and bi-weekly annual work plan status reports with recovery items identified are signed off by the Regional Managers and submitted to the TRO General Manager and Hydro's Chief Operating Officer.
2.	Document PM compliance targets in performance agreements for applicable Managers.	PM compliance targets are contained in performance agreements for the three TRO Regional Managers.
3.	Ensure PM backlog reviews are held bi-weekly with particular emphasis on terminal stations and breakers to ensure targets are consistently met.	Weekly S-Curves are prepared comparing actual work to planned work and are reviewed by all Managers, and bi-weekly annual work plan status reports with recovery items identified are signed off by the Regional Managers and submitted to the TRO General Manager and Hydro's Chief Operating Officer.
4.	Assign a senior resource to the Eastern area office to oversee execution of the PM plan in that area.	A Superintendent has been temporarily reassigned to the Eastern area office to oversee execution of the annual work plan, which includes PM recovery and incremental capital projects.
5.	Conduct bi-annual PM check sheet review meetings with shop floor employees to identify improvements to existing PMs.	This has been implemented and the next review is scheduled for Q4 in 2014.

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#	Description	Status
6.	Leverage and integrate the Project Execution and Technical Services (PETS) Planning and Scheduling resource to improve coordination with the regions and plants.	The Planner/Scheduler for PETS prepared an integrated resource plan for the 2014 annual work plan to identify resource shortfalls to enable efficient use of resources from other locations, temporary employees and contractors for successful completion of the planned work.
7.	Implement a campaign approach to execution of the annual work plan to ensure required resources are available and execution is consistently successful across all work streams, including PMs and backlogs. This may include the increased use of contractors, pooling resources from other regions and hiring additional temporary employees.	This has been implemented for the 2014 annual work plan and tracked on a weekly basis as indicated above.