

1    Q.    **Asset Management**

2           Describe the duties and membership of Hydro's Transmission and Rural Operations  
3           (TRO) Root Cause and Repeat Failure Analysis Council. Include in the response what  
4           triggers it to meet and whether it is involved with distribution issues as well as  
5           transmission issues.

6  
7  
8    A.    The Root Cause and Repeat Failure Analysis Council is a Nalcor council with Hydro  
9           representation. The council brings together expertise from across Nalcor, making it  
10          available to all lines of business including Hydro. The Council includes Asset Owners  
11          and Regional Managers, Long Term Asset Planning Managers, Operations  
12          Managers, and senior engineers as necessary for a balanced, robust team. Hydro  
13          personnel who perform root cause and repeat failure investigations can avail of the  
14          Council's expertise as necessary. The primary role of the Council is to provide  
15          process level coaching and support on the development of root cause and repeat  
16          failure investigations. The Council meets nine times per year. The Council is not  
17          directly involved in performing specific investigations, although its individual  
18          members can be. The Council is leading the deployment of an enterprise version of  
19          TapRoot software so that data from investigations is more readily available and  
20          collaboration is more effective.

21  
22          Each operational area of Hydro has embedded trained personnel that perform  
23          formal investigations using the TapRoot process. Hydro's investigation teams can  
24          include external members from other lines of business, or entirely external to  
25          Nalcor, as required to ensure a thorough investigation. In the case of distribution  
26          and transmission issues, equipment engineers in that area typically lead the  
27          investigation.