

1 Q. **Emergency Management**

2 Further to the response to PUB-NLH-041 provide an update on the status of the  
3 Lessons Learned studies cited in subsection (e). If these studies have been  
4 completed, provide electronic copies. If still in progress, provide the expected  
5 completion date of these studies.

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8 A. The lessons learned sessions referenced in Hydro's response to PUB-NLH-041 were  
9 initiated during the week of January 13, 2014 as a short term process for capturing  
10 immediate, post-event feedback from employees on what occurred between late  
11 December 2013 and the first week of January 2014; identifying possible  
12 contributing factors, as well as what went well; and documenting possible lessons  
13 learned.

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15 During the time these sessions were being conducted, Hydro formally established a  
16 more comprehensive and in-depth review of the January 2014 supply disruptions  
17 and rotating outages. Coincident with the completion of the lessons learned focus  
18 groups noted above, eight different investigation teams had been finalized and put  
19 in place; independent external experts were engaged where needed; and a formal  
20 internal review governance structure had been created to coordinate and oversee  
21 Hydro's internal review. To avoid any duplication of effort and processes, a  
22 conscious decision was made at that time to integrate the focus group outcomes  
23 into the formal internal review as appropriate. Through that mechanism, the key  
24 areas identified by the initial focus groups were in fact investigated further through  
25 Hydro's internal review, and actions addressing (including further studies) key areas  
26 are contained in Hydro's Integrated Action Plan, the most recent update of which  
27 has been filed with the Board on September 19, 2014.

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Hydro’s focus since January 2014 has been to identify and act on the priority actions flowing from its internal review, with a particular focus on ensuring full system readiness for the coming 2014/2015 winter season, and the winter seasons that follow leading up to Muskrat Falls in-service. It is Hydro's intention to revisit all of its lessons learned findings and integrate any lower priority actions (including additional studies) as appropriate into its workplans for 2015 and beyond. Hydro expects this work to be completed by December 1, 2014.