

1 Q. In an August 26, 2014 interview, Hydro reported that three teams were being  
2 formed:

- 3 • Ready for Operations
- 4 • Ready for Integration
- 5 • Asset Management

6 Please provide a brief history of each team, its current composition, and its status.

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9 A. Several months of internal planning led in early November, 2014 to the formal  
10 creation of three technical/operations teams to plan and coordinate the transition  
11 from project state to operations in relation to the Muskrat Falls project. Team Lead  
12 Managers were put in place for each of these teams at this same time, and by the  
13 end of 2014, all three teams were co-located at the offices of the Lower Churchill  
14 Project (LCP) in St. John's. All assignments to these teams have been made on a  
15 full-time basis and vacancies resulting from internal transfers have been backfilled  
16 on a full-time basis as well.

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18 These teams regularly interface with each other and with other personnel on the  
19 LCP project team and in other Hydro or Nalcor departments as required. An  
20 integrated workplan schedule, which identifies and inter-relates the key transition  
21 deliverables for all three teams has been created and is maintained in Primavera,  
22 and will continue to be refined as the teams continue to progress their respective  
23 scopes of work.

**Ready for Operations (RFO)**

This team is part of the Lower Churchill project management team, and is responsible for planning and overseeing the execution of all activities required in order to declare construction/commissioning completion and enable project turnover to Operations, including final commissioning and support of system integration testing led by the RFI team. The current composition of this team is as follows:

1. RFO Manager
2. Deputy RFO Manager
3. Completion Manager
4. Project Completion System Coordinator
5. Component 1 Completion Lead: Muskrat Falls Generation
6. Component 3 Completion Lead: HVdc Specialities
7. SOBI Completion Lead

**Ready for Integration (RFI)**

This team is associated with the System Operations and Planning division of Hydro and is responsible for ensuring the seamless integration of the Muskrat Falls, Labrador-Island Link (LIL), and Maritime Link assets into the province's existing electricity system from a technical and operations standpoint, and in a manner that ensures compliance with all relevant internal and external system reliability requirements. The current composition of this team is as follows:

1. RFI Manager
2. RFI Deputy Manager
3. Regulatory Engineer
4. HvDc Systems Engineers (1 position is filled, 1 is currently being recruited)
5. Design Coordination Administrator

**Building the Production Organization (BTPO) (operations and asset management)**

This team is associated with Hydro Operations and is responsible for ensuring that Hydro is ready to receive the Muskrat Falls and LIL assets upon turnover from the Lower Churchill Project (operations readiness). This will involve designing and implementing all necessary plans, systems, processes and procedures required to operate and maintain these assets on a go-forward basis; adjusting Hydro's organizational structures as necessary to optimize operations; and recruiting and training the necessary people and skills required for the operation and maintenance of these new assets.

The BTPO Manager has been in place since the fall of 2014. As with the RFO and RFI teams, the BTPO team will continue to grow in the period leading up to first power in late 2017. Recruitment is currently ongoing for a Maintenance Engineer, and it is expected that a Workforce Analyst will have been added to the team in the third quarter of 2015 as well.