

Q. Asset Management

Define the acronym “PETS”, explain the function of the PETS engineering group, with examples, and provide the organization chart for the PETS engineering group.

A. The Acronym “PETS” stands for Project Execution and Technical Services Division of Nalcor. The functional areas supported through PETS include Project Execution, Technical Services and the Office of Asset Management. Each function is explained below along with examples. The organization chart for the PETS engineering group is provided in PUB-NLH-343 Attachment 1.

Project Execution

The Project Execution team is responsible for all elements of project execution for both regulated and non-regulated lines of business within Nalcor and is primarily focused on timely and cost-effective completion of its annual work plans. Project Execution teams coordinate internal and external resources used in their assigned projects for on time, on-budget project delivery that meets the requirements of the lines of business for both capital and operational expenditures. Examples of project services provided through the Project Execution team include: monthly reporting, cost monitoring and reporting, project planning, risk assessment and management, change management, coordination reviews, contract preparation and management, project documentation, as well as day-to-day operational aspects of project management.

Technical Services

The Technical Services teams are functional experts in their respective engineering disciplines. They support project execution by providing technical support relating to project planning and delivery to the lines of business. The Technical Services

1 teams collaborate with Long Term Asset Planning teams in the lines of business,
2 Program Managers and Project Managers on project design and throughout the
3 planning and execution of an integrated project plan for the PETS Division.

4 Examples of services provided through the Technical Services team include:
5 engineering studies, site investigations, technical investigations, development of
6 engineering standards, operations technical support, preparation of capital
7 budgets, and project cost estimates.

8 9 **The Office of Asset Management**

10 Asset Management is a best practice approach that ensures consistency in
11 managing assets as well as driving business excellence. The Office of Asset
12 Management works with senior leadership and operation managers to coordinate
13 capital-planning activities across the organization. The activities of the Office of
14 Asset Management include:

- 15 • Sharing best practices in asset management across the lines of business,
16 including: ensuring the creation of service standards such as reliability and
17 operating parameters; and
- 18 • Collecting and managing corporate asset management documentation while
19 maintaining effective change management of asset management process
20 documentation.

21
22 These combined activities drive a consistent approach to managing assets across all
23 areas of Nalcor's operation.