

Acme Power Station Unit 1 Outage
 Outage Process Management Audit - February 2011

Scheduled Time for Interview:
 Interview Duration (minutes):

		Wed. Feb 16								Thu. Feb 17																
		13:30	14:00	14:30	15:30	16:30	8:00	8:30	9:00	9:30	10:30	11:20	11:40	13:00	13:00	13:20	13:40	14:00	14:30	15:00	15:30	16:00	16:30	tbd	tbd	
		20	20	20	40	20	20	20	30	20	30	20	20	20	20	20	20	20	30	20	30	20	20	20	20	
		Category Code *	Timekeeper / Admin <i>Judy</i>	Safety Mgr <i>Mark</i>	QA-QC Mgr <i>Buddy</i>	Scheduler / Cost Tracking <i>Tony / James</i>	Superintendent <i>Bill</i>	Foreman / OPL <i>Anthony</i>	Subcontracts Mgr <i>Dave A.</i>	Site Mgr <i>Dale</i>	Sr. Mgmt. <i>Ben</i>	Outage Proj Mgr <i>Doug</i>	Safety <i>Martin</i>	QC <i>Mindy</i>	Project Controls <i>Melissa</i>	OPL <i>Jonathan</i>	OPL <i>Delm</i>	SrL <i>Edward</i>	Operations Control <i>Keith</i>	Mgr Maintenance <i>Kyle</i>	Mgr Operations <i>Lawrence</i>	Sr Mgmt <i>Haley</i>	Admin <i>Kelly</i>	Warehouse site <i>Brian</i>	Warehouse corp <i>Philip</i>	Supply Chain <i>Randy</i>
			Contractor								Owner															
1	Have the work plans been accurate? Have they been comprehensive?	1			X		X	X			X				X	X	X									
2	Are your work scope documents / plans consistent in format; level of detail?	1			X			X							X	X	X									
3	Have you found your work plans to be categorized or organized in some fashion? What role have you played in helping to organize the work in some fashion?	1						X																		
4	Has the work plan reflected some method of prioritizing certain work ahead of other work?	1						X																		
5	Have the required inspections been completed in all of your work areas? If so, were they completed according to schedule? If not, what has inhibited their completion?	1			X			X				X			X	X	X									
6	Has planned work been cancelled? If so, why?	1					X	X																		
7	Has new work been added to your work scope? If so, was it related to the planned work scope?	1				X	X	X							X	X	X									
8	How are decisions made regarding scope changes? What method of prioritizing the work is employed in this decision making?	1																	X	X						
9	How are scope change requests communicated? Reviewed, approved?	1				X	X		X										X	X						
10	Describe your role in developing, controlling, updating, analyzing the outage schedule.	2				X		X						X	X	X	X		X	X						
11	Have you found the schedule reports to be helpful? In what way(s)? Have they been prepared and organized to be easily understood?	2							X						X	X	X		X	X	X					
12	What are the significant Schedule milestones associated with your job(s)?	2													X	X	X									
13	Has the schedule updating process been burdensome? Complicated? What challenges have been particularly difficult?	2							X						X	X	X									
14	Does the schedule include a 3-day look ahead? If so, how has that been working?	2				X																				
15	Have scheduling interferences been identified? Give examples of how those interferences were reconciled.	2					X																			
16	Was the "Shutdown" schedule executed to support a timely start of the outage activities?	2				X														X						
17	Has additional overtime been required to control schedule progress? Describe the reason for adding work hours.	2					X			X	X															
18	Were risk events identified in the planning of your job(s)? Was there a mitigation plan in place for those risk events? Give examples.	2					X			X																
19	Have the subcontractor's schedules been effectively integrated into the master outage schedule? What has worked well; what not so well?	2				X			X	X	X								X							
20	What are we doing to emphasize "near critical path" activities?	2				X						X														
21	Have there been conflicts regarding schedule status? If so, how have they been resolved?	2				X																				
22	Is the "Start-up" schedule developed to ensure equipment and systems are ready to support schedule milestone activities (i.e., boiler hydro, turbine on turning gear, valve stroking, other)?	2				X														X						
23	Are schedule "total float" and "free float" understood by those managing the work?	2				X																				
24	Are all schedule activities logic-driven? Describe the application and use of constraint in this schedule.	2				X																				
25	When resources are limited, have those limits been applied in the schedule? Is resource leveling being used to avoid over hiring?	2				X																				
26	How are schedule baselines being used in the daily analysis process? Have baselines been modified in any way? How is daily schedule history being archived?	2				X																				
27	Do you have clear budget objectives for your job(s)? Please describe.	3							X					X	X	X										
28	Do you deal with man-hours or actual costs?	3												X	X	X										
29	What budget challenges have you experienced so far?	3							X	X				X	X	X			X							
30	Who is your best resource when you need budget / spending help?	3												X	X	X										

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31	Describe your role in timesheet administration. Is the timesheet process working efficiently, in your opinion?	3	x						x	x					x	x	x	x						x			
32	Describe the how the Contractor Work Authorization process has been working so far. Any suggestions to improve the process?	3				x	x			x	x	x												x			
33	Have there been particular challenges in arranging funding for discovery work? What is being done to meet the challenges?	3																		x							
34	Is our cost tracking and reporting accurate on a daily basis?	3	x			x				x	x	x								x				x			
35	How is the cost accuracy verified and validated on a daily basis? Are systems in place to support this?	3	x			x				x					x									x			
36	Approvals - What cost-related documents / submittals do you approve? Is the approval process working effectively? Any suggestions to improve the process?	3				x	x								x					x				x			
37	Has the invoicing process been working according to plan. Has it been timely and comprehensive?	3	x			x				x	x	x												x			
38	Has payment processing been working well? Have payments been timely? Any suggestions to improve the process?	3	x			x					x	x															
39	Has there been adequate, skilled manpower available for this job?	4			x									x	x	x				x				x			
40	Has the manpower hiring plan been accurate? What modifications have been needed to accommodate the current work scope?	4									x																
41	Have parts, materials and equipment been supplied in a timely manner?	4							x	x						x	x	x						x		x	x
42	Have requisitions been timely and complete? Any suggestions for improvement?	4																									x
43	Are there currently schedule-critical deliveries or off-site services needed on this job? If so, describe efforts to monitor and expedite.	4							x											x							x
44	Has tooling and equipment quantities been sufficient to maintain effective job progress? If deficient, please describe those items. Any suggestions to improve this?	4							x	x	x																x
45	Has there been competition for certain resources? Give examples. How has this been settled?	4																									
46	Site logistics - Have there been any problems with rest room facilities, lighting, power, air, change areas, etc.? Please elaborate.	4							x	x																	
47	Has subcontractor performance met expectations?	4				x	x	x			x	x	x								x						
48	Has the warehouse been able to stage and store parts and materials to effectively support the outage requirements? Any suggestions to improve this?	4																							x	x	
49	What is the most valuable thing that you have learned in this assignment so far? What areas would you like to get more experience or training, to help you provide even more value to the project?	4														x	x	x						x			
50	If you were to be unable to continue your assignment, what would you recommend be done?	4	x		x	x	x	x	x	x					x	x	x	x	x								
51	Do you feel that you receive the information that you need to effectively do your job? Has the quality and completeness of the information met your expectations? Any suggestions to improve the process?	5	x		x	x	x	x	x		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
52	Do you feel that you provide information to meet other stakeholders' expectations? Please elaborate.	5	x		x	x			x		x													x	x	x	x
53	Has the outage management team conveyed their expectations to you?	5			x				x						x	x	x							x	x	x	
54	What regular meetings to you attend? What is your involvement and your responsibilities for those meetings?	5	x	x	x	x	x	x	x	x	x	x								x	x	x					
55	In your opinion, have meetings been planned and executed effectively. Has the meeting information been shared with those who need it?	5		x		x	x				x									x	x	x					

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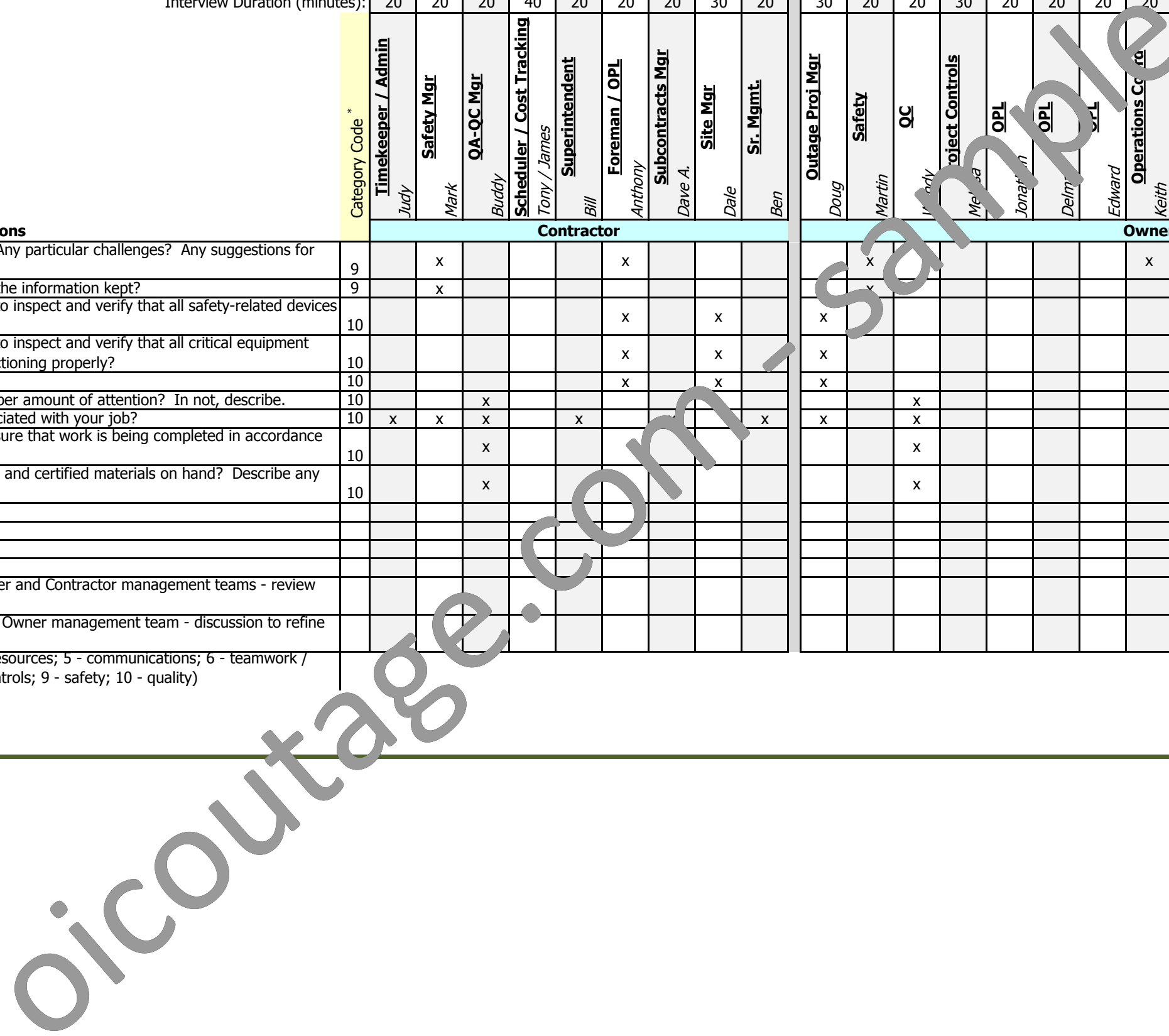
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56	Are tailboard conference / JSA meetings timely, productive and efficient? Any suggestions for improvement?	5		x						x			x			x	x	x									
57	Is the daily management meeting to discuss today's work, scope changes, crew assignments occurring? Any suggestions to improve?	5																									
58	Have the craft workers been getting the information that they need to be productive?	5			x				x																		
59	How is the overall outage progress being communicated? What techniques do you use to document the job? Do you keep a daily log? Issue reports? Issue written communications (electronic or otherwise)? Is there a standard distribution for certain documents? Give examples.	5				x					x										x	x					
60	Any examples of communications problems between the site and Owner corporate? If so, any suggestions for improvement?	5		x	x		x	x					x	x	x	x	x										
61	Is the CMMS information being maintained on a daily basis, regarding the outage work? How is Work Management getting the necessary information on a timely basis?	5													x							x					
62	Is the Alliance relationship working well? What are some examples of things that are working well? Examples of things that need to be improved? Examples of things that you have done to develop the relationship. Any suggestions here?	6									x	x															
63	What are some examples of things you are regularly doing to support your colleagues? Your counterparts?	6		x																							
64	Do you understand the contractor's stake in the success of this outage? Do you feel that you have enough knowledge about particular contracts or agreements, to effectively relate to the contractor(s). Do you have particular concerns about the contract structure going forward? Any suggestions for improvement?	7							x			x	x														x
65	Have the project controls been effective enough to support informed decision-making? Do you have a good system in place to analyze the schedule? Do you have a high level of confidence in the schedule forecasts?	8				x	x					x	x														
66	Are commodity measures showing that the job is progressing according to schedule? What are the sources of information for daily accrued cost tracking? Any problems getting timely and comprehensive information? Including subcontractors?	8	x			x									x												
67	How are cost forecasts communicated? What is the frequency of these forecast reports? Who gets this information? Are we decommitting our costs when we see that actual cost is going to underrun the budget? How is this being done?	8																									
68	How has the safety performance been? Any incidents, near misses? If so, please describe the incident and efforts to eliminate future such incidents.	9		x																							x
69	Have employee sign-ups and orientations clearly conveyed the owner and contractor's safety expectations? Any suggestions to improve the process?	9		x																							
70	Have there been particular housekeeping or work area congestion problems? What is being done to mitigate the problems?	9		x				x																			
71	Is the Lock-out, Tag-out program working effectively on this job? Any suggestions for improvement? Has the "hot work" permit program been working efficiently? Any particular problems or suggestions to improve the program?	9		x					x	x																	
72	Any rigging / lifting problems? Are critical lift plans developed and adequately communicated?	9		x																							

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			Contractor								Owner															
79	Is the Confined Space program working effectively? Any particular challenges? Any suggestions for improvement?	9		x					x					x					x							
80	Is the MSDS information readily available? Where is the information kept?	9		x																						
81	Have we taken advantage of the outage opportunity to inspect and verify that all safety-related devices and systems are fully functional?	10							x		x									x	x					
82	Have we taken advantage of the outage opportunity to inspect and verify that all critical equipment protective devices and equipment are tested and functioning properly?	10							x		x									x	x					
83	Has rework been required? If so, describe?	10							x		x															
84	Have you found that quality control is getting the proper amount of attention? In not, describe.	10																		x						
85	What are the most significant quality challenges associated with your job?	10	x	x	x		x					x														
86	Describe examples of testing and inspections that ensure that work is being completed in accordance with specifications and expected level of quality.	10				x																				
87	Are all code weld plans, qualifications, documentation and certified materials on hand? Describe any suggestions to improve the quality of the work.	10				x																				
	Thur. Feb 17 @ 10:00 - Attend Scheduling Meeting																									
	Fri. Feb. 18 @ 08:00 - Facilitate Exit Meeting w/ Owner and Contractor management teams - review findings and recommendations (60 minutes)																									
	Fri. Feb. 18 @ 09:00 - Facilitate Closing meeting with Owner management team - discussion to refine Audit Process and review next steps (45 minutes)																									



* - Categories (1- scope; 2 - schedule; 3 - cost; 4 - resources; 5 - communications; 6 - teamwork / relationship; 7 - contract / agreement; 8 - project controls; 9 - safety; 10 - quality)