

The Y2K Project Management Challenge

Ontario Hydro Nuclear
Year 2000 Project

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Major Topics

- The Year 2000 Challenge
- Risks and Actions
- Organizing to Succeed



The Year 2000 Challenge

- Find and fix the Y2K Bug or learn how to live with it
- Largest and most complex project
- Impact all parts of our business
- Involve all parts of our organization
- Success depends on the success of our business partners and suppliers



The Year 2000 Challenge

- We must collectively succeed
- Convince our stakeholders that we are succeeding
- Failure is not an option - consequences are severe

Risks and Actions

Scope

- Learn from peers
- Keep abreast with emerging issues
- Communications
- Staff Involvement
- Management support



Risks and Actions

Digital Assets

- Identify assets
- Identify and fix problems
- Over 100 detailed project execution plans
- Vendor product compliance program
- Rigorous certification process



Risks and Actions

Business Partners

- Service and material dependencies
- Assess readiness
- Procurement process
- Vendor Management



Risks and Actions

Doing the Right Thing

- Document processes, procedures, and templates
- Staff training
- QA
- Corporate Audit and Program Office
- Independent reviews



Risks and Actions

Large Number of Projects

- Tight management control
- Board of Directors monthly reporting
- Weekly project reporting
- Scope change control



Risks and Actions

Resources

- Outsource work
- Contractors to support limited experience staff
- Central management of external contractors
- Blanket order for service contracts



Risks and Actions

Unidentified or Unresolved Risks

- Large scale integration tests
- Operational contingency plans
- Precautionary posture
- Emergency preparedness

Risks and Actions

Aftermath

- Due diligence
- Documentation and records keeping
- Closure of all QA issues

Risks and Actions

Stakeholders

- Communications strategy
- Licensing strategy
- Open and honest
- Consistent and clear
- Build confidence



Organizing to Succeed

- Organizational design
- Accountabilities & role relationships
- Nuclear Site Management Team
- Central Project Core Team
- 320 full time equivalent staff
- \$80 million Program