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