

DAVE STIERS, P. ENG.

Senior Consultant, Risk Management



Dave Stiers is a Professional Engineer with over thirty years of broad and diverse experience working in a variety of roles in the power industry. Most recently, he has spent several years working on the planning and development phases of the Darlington Refurbishment Program, focusing on implementation and management of the Project Governance and Managed Systems.

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EXPERTISE

- ▶ Governance and Management Systems
- ▶ Project Oversight and Program Assurance
- ▶ Project Management
- ▶ Information System Development
- ▶ Process Development
- ▶ Corrective Action Programs

30+ YEARS OF EXPERIENCE

EXPERIENCE

Stiers has extensive expertise in quality programs and governance, project assurance and independent oversight as he spent his final five years of a long career at OPG as their Director of Management Systems Oversight for the Darlington Refurbishment Project (DRP). In this role, he developed the assurance and oversight model for the DRP, managing both the internal and external oversight groups. Having spent his entire career in nuclear power, Stiers is intimately familiar with nuclear culture and the issues and risks that can impact projects of every size and complexity. Recently, Stiers has been providing oversight of Life Asset Management Projects (LAMP) project deliverables, for Project Management and Construction Organization at Bruce Power. He has also provided risk management consulting and oversight for the C\$13 billion MCR project.

PAST POSITIONS

SENIOR PROJECT CONSULTANT

Bruce Power – MCR Program

2017 – 2019

- ▶ Developed and implemented management and oversight structure for MCR's Risk Management Program.
- ▶ Developed and implemented a Quantitative Risk Analysis Model and Procedures for MCR
- ▶ Reviewed and provided advice on Risk Management governance and work product
- ▶ Led risk facilitation sessions to ensure proper risk register development, scoring and on-going management.

ONTARIO POWER GENERATION (OPG), 1985-2016

DIRECTOR MANAGEMENT SYSTEMS OVERSIGHT

Darlington Refurbishment Program (DRP)

2011- 2016

- ▶ Member of the Refurbishment Project Executive Team from 2012 to 2014
- ▶ Developed software tools and processes to integrate, Risk, Risk Mitigation Plans, Actions and Oversight Activities
- ▶ Member of the Risk Oversight Committee, the purpose of which was:
 - To monitor the overall health and content of the DRP risk program within Refurbishment;
 - Challenge risks of high impact and/or urgency to Refurbishment;
 - Assist in the organization of and prioritization of risk by defining risk breakdown structure elements called "Key Risk Areas";
 - Discuss the quality of the information present in the risk register including the implementation of appropriate risk response strategies;



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- Discuss emerging risk; and
- Initiate action to address deficiencies or gaps in risk management execution in refurbishment.
- ▶ Developed and implemented the Program Assurance Group and Internal Oversight Model for the DRP in order to identify and mitigate risks to the DRP
- ▶ Implemented and monitored a Governance Framework for the Darlington Refurbishment Program
- ▶ Led multiple strategic planning activities in the development and planning phases of the DRP
- ▶ Alternative Chair of the DRP Oversight Committee, and Corrective Action Review Board
- ▶ Implemented the Corrective Action Program for the DRP, including chair of the Management Review Meeting
- ▶ Assisted contract partners in the implementation of their Corrective Action Programs
- ▶ Provided interface and logistical support for External Auditors
- ▶ Led a dynamic team of Auditors, Root Cause Evaluators and Process Specialists

MANAGER STRATEGIC PLANNING,

Pickering B

2007 - 2011

- ▶ Accountable for Generation Planning for Pickering B and Pickering A, 2010-2011
- ▶ Lead for Business Planning for 2007-2009
- ▶ Developed and documented the night shift production of the outage schedule
- ▶ Reworked all Condition Component Assessments for CNSC for Integrated Safety Review of Pickering B
- ▶ Developed financial models for business planning, outage manpower estimating and outage scoping
- ▶ Implemented the Project Approvals Committee Pickering
- ▶ Worked as an Outage Control Center Manager in 5 Pickering B Outages

MANAGER OUTAGE

Pickering B

2004 - 2006

- ▶ Outage Manger for Forced Outages, managed and returned units to service for 10 forced outages for Pickering B
- ▶ Led a dynamic department that provided functional support, information technology services, IMS Contract Management, Business Planning and Special Project for Work Management
- ▶ Assisted in the development of the 85/5 theme for the 2005-2010 Business Plan
- ▶ Developed and implemented Super PEGs for Integrated Operational Planning, delay tracking process and cost mitigation process for P681 outage
- ▶ Led a dedicated team in the development of the Nuclear Inage Management System, (NIMS)
- ▶ Developed and documented the night shift production of the outage schedule

SECTION MANAGER

Performance Engineering, Pickering B

2000 - 2004

- ▶ Supervised and directed 12 System Engineers
- ▶ Led in development and implementation a Scope Review Tool for Performance Engineering B
- ▶ Assisted Management team in equipment and system related issues:
- ▶ Loss of Bulk Electrical System outage, radioactive waste management Issues, forced outages, Powerhouse Emergency Venting freezing event, 4 station shutdowns due to crack emergency condenser make-up line, Water Treatment Plant inoperability issues, ice blockage affecting intake channels and Low Pressure Service Water operability concern



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SCHEDULING SECTION MANAGER,

Integrated Operational Planning, Pickering B

1998 - 2000

- ▶ Publisher of the weekly IOP B Schedule, moved scheduling products from a paper based to a Web based infrastructure
- ▶ Incorporated the scheduling of Safety Related System Tests into the IOP B Schedule
- ▶ Developed processes to manage preventative and corrective maintenance, scheduling of the plan and integration of outage and operating work programs
- ▶ Acted as Single Point of Contact, (SPOC) for scheduling of Operational Work on numerous occasions.

TECHNICAL SUPERVISOR, MAINTENANCE PROGRAMS

1997 - 1997

- ▶ Assistant to the Maintenance Manager for both Pickering A and B
- ▶ Developed software tools and reporting tools to support the above procedures
- ▶ Developed and maintained work program for the Maintenance Department
- ▶ Published weekly department tailgate and communication package

TECHNICAL SUPERVISOR

Information Systems Support, Production Coordination Unit

1994 - 1997

- ▶ Assistant to the Maintenance Manager for both Pickering A and B
- ▶ Led the development, implementation and training for the following software systems, Data Acquisition and Reporting System (DARS), Pickering Nuclear Division Information System (PNDIS), Shift Maintenance Log, Outage Log, Shift Supervisor Log and Outage Log

TECHNICAL SUPERVISOR

Operations Rehabilitation Section, Information System Support

1992 - 1994

Led the development, implementation and training for the following software systems: Pickering Technical Database, PC1, Jumper Records, Pressure Boundary Log and Permit Tracking System

TECHNICAL ENGINEER

INFORMATION SYSTEM SUPPORT, OPERATIONS REHABILITATION SECTION

1990 - 1992

- ▶ Developed and maintained a LAN for Operations Rehabilitation Section
- ▶ Introduced Windows graphical interface as software tool at Pickering Nuclear
- ▶ Introduced relational databases and client server technology to Pickering Nuclear

ASSISTANT TECHNICAL SUPERVISOR, TECHNICAL SECTION

1985 - 1990

- ▶ System Responsible Engineer for Steam and Feedwater Systems Pickering A
- ▶ Site Facilities Engineer for Air Conditioning, Water, Civil Structures and drainage systems, Pickering A/B

EDUCATION

Bachelor of Applied Science, Chemical Engineering, University of Windsor, Windsor ON, 1980-1984

