

1. Summary

Nonconformance Reports:

- 100 NCRs with the estimated cost of \$90 thousand have been reported for the fourth quarter of 2011.
- There is a big drop in the total number and cost of the NCRs in this period. It may be a sign of quality improvement in the company especially on the lower stream processes (drafting and fabrication).
- Two big field NCRs (12-033 and 12-034) for Job 09-594 with total cost of \$55.3 thousand have made the field as the first cause of the NCRs in this quarter. Field was the first cause of the NCRs in last quarter as well. A closer watch on the field activity is suggested.

Corrective/ Preventive Actions:

- Total 3 corrective actions (CAs) (1 purchasing, 1 management committee and 1 human resource CA) have been initiated in this quarter; 9 corrective actions have been completed; 3 CAs have been stopped; total 14 CAs are still open.
- 5 preventive actions (PAs) (1 human resource, 1 production, 1 field, 1 project management and 1 accounting PA) have been initiated in this quarter; 1 PA is marked as completed; 2 PAs are stopped; total 5 PAs are open 2 of them in progress and 3 of them in an unknown status (no action plan has been provided for them).

Fitting/ Welding Inspection Report

- In this quarter the fitting inspection rejection rate is reported 0.06% and welding inspection rate is reported 0.11%. Similar to the last quarter, credibility of the inspection rejection statistics is in question. A significant change can be seen in the welding rejection ratio. It has been dropped from 1.20% in last quarter to 0.11% in this quarter. Accepting the data provided are valid, this is a significant improvement in the welding department.

Customer Satisfaction:

- Total 7 customer satisfaction surveys completed; 10 positive responses and acknowledgements either by email or phone calls (6 for CP and 4 for CP-DRAFTING) have been received. In quantitative analysis with a range between 0 and 4, project management with 3.74 and engineering/ drafting with 3.66 have scored the highest rank; Safety with 3.27 and field installation with 3.33 have scored the lowest customer satisfaction levels. "More flexibility in the list of categories and pricing structure" and improvement in safety have been requested from customers; on time schedule, close communication, and high quality products are mentioned as the CP's strength.
- The results received still are not enough to necessarily be assumed representative for the CP's customer satisfaction level. No reasonable past customer feedbacks have been reported to be compared with this quarter's result as well.

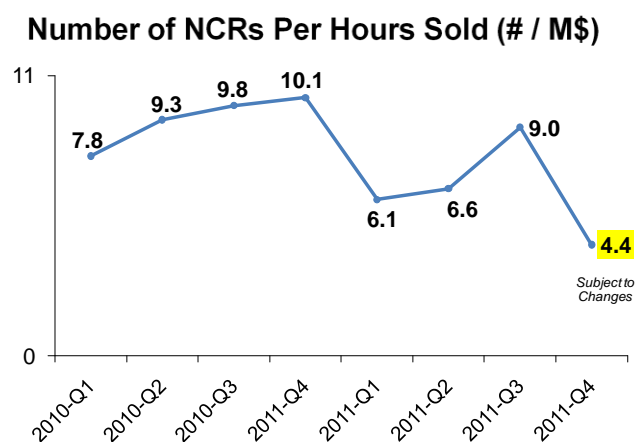
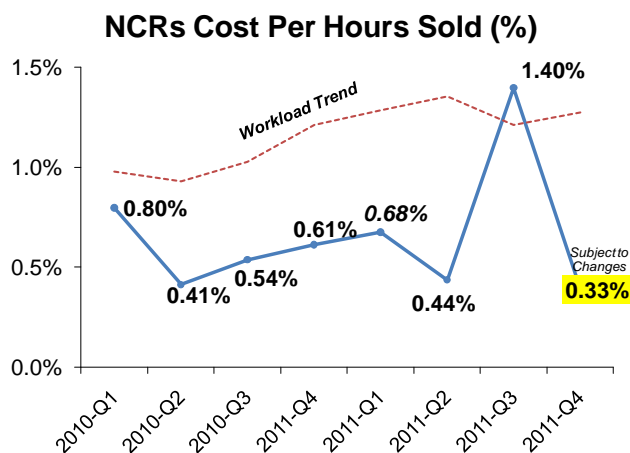
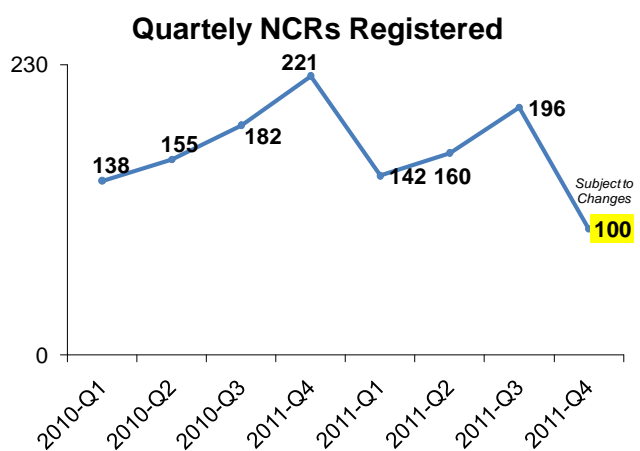
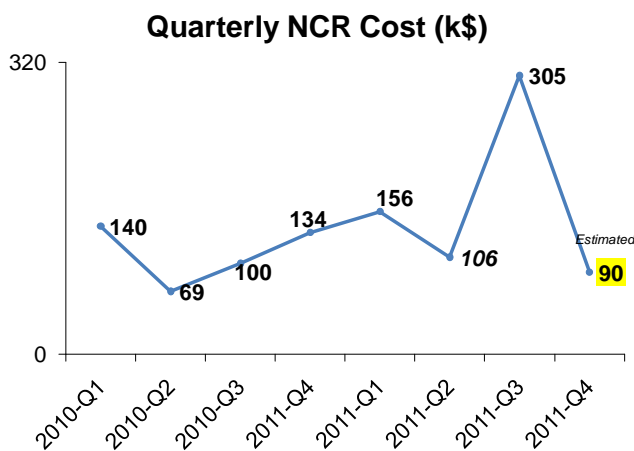
BBO:

- BBO system just has been started in CP; there are still unimplemented components in the system.
- In this quarter total number of 343 BBO cards in Kears Lake site and 193 BBO cards in shop has been reported and stored in the BBO database. This meets 137% of the number of BBOs required in the Kears Lake site and 77% of the Shop requirements. The overall number achieved for unsafe ratio for Kears Lake site was %3.04 and for the Shop was %3.24.

2. Nonconformance Reports

2.1. Quarterly Comparison

In the fourth quarter of fiscal year 2011/2012 total number of *100* NCRs with total cost of *\$90 thousand* has been reported. The cost and the number of the NCRs in this period show a big drop compared to the last period. As a matter of fact this is a record low for the NCR costs for past 2 years. This is regardless the fact that that total hours sold (and accordingly the workload) in this quarter has been increased from last quarter and stays at the second highest place in past two years with around 229 thousand man hours sold. The trend of changes in the cost of the NCRs in the following quarters needs to be closely watched to be able to conclude whether the quality in the company's processes has been improved since two years ago or not!



* For the sake of simplicity every hour sold has been approximated to 100\$

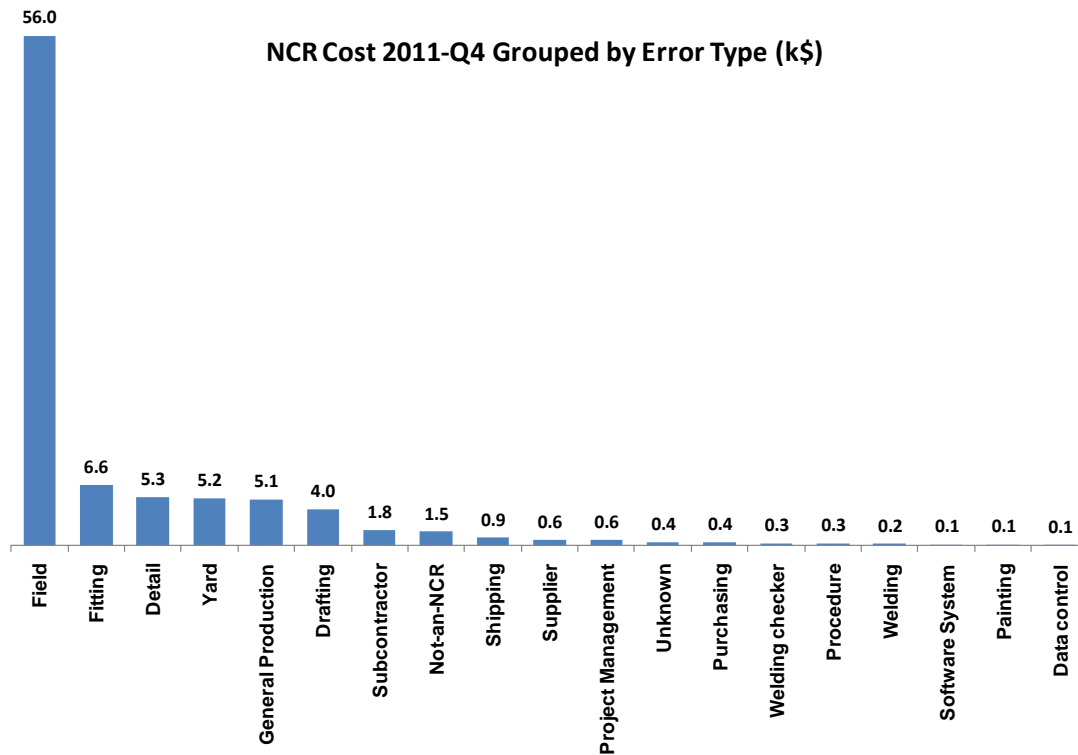
Despite the big drop in this quarter's NCR cost, total cost of the NCRs in this fiscal year (of 2011/2012) with \$658 thousand has 49% increased compared to the last fiscal year (of 2010/2011) with \$442 thousand in the total cost achieved. The amount of hours sold from last year to this year has had 24% increase from 746 thousand in fiscal year of 2010/2011 to 923 thousand in fiscal year of 2011/2012. This has made CP to pay 0.71% of its hours sold to the NCR cost in 2011/2012 while this fraction was 0.59% in 2010/2011.

In this fiscal year (of 2011/2012) total 598 NCRs have been reported. This shows almost 100 or 15% reduction in the number of NCRs compared to the last year's (of 2010/2011) NCRs with 696 NCRs reported. Increase in the total cost of NCRs in this fiscal year compared to the last year despite the decrease in the number of NCRs can be either an indication of the decrease in the number of NCRs created and/or discovered in the upper stream processes (i.e., drafting and shop related processes), which have less side effects, and increased in the number of NCRs created and/or discovered in the lower stream processes (i.e., filed related processes). More details will be revealed when analyzing error types and jobs.

2.2. NCRs Grouped by Error Type

2.2.1. Error Type Cost Trend

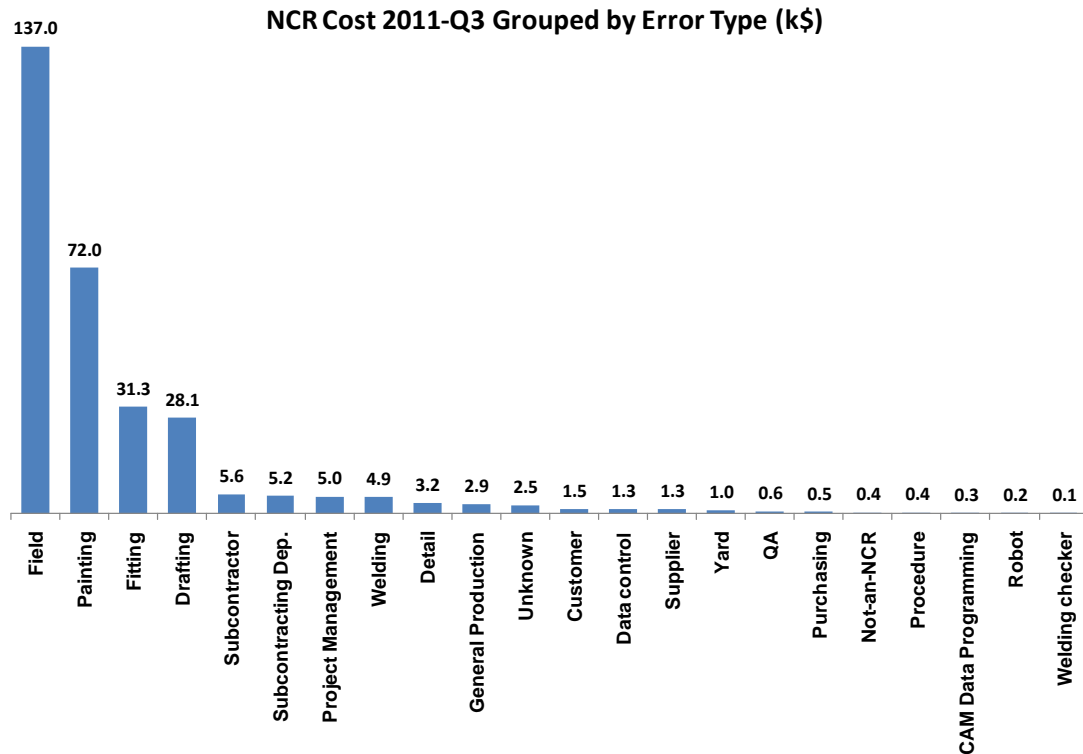
In terms of the cost the field NCRs with \$56.0 thousand has caused the highest cost in this quarter followed by fitting with \$6.6 thousand and shop detail with \$5.3 thousand (See the figure in below). An outstanding trend of the NCRs in this quarter is the big difference between the cost of the first and the second cause of the NCRs. Field NCRs, as the first cause, has scored 9 times higher cost than fitting, as the second cause of the NCRs. Almost all cost of the field NCRs resulted from 2 field NCRs; NCR12-033 with \$30.3 thousand and NCR12-034 with \$25.0 thousand. These two NCRs contribute in more than 60% of all NCR costs reported for this quarter.



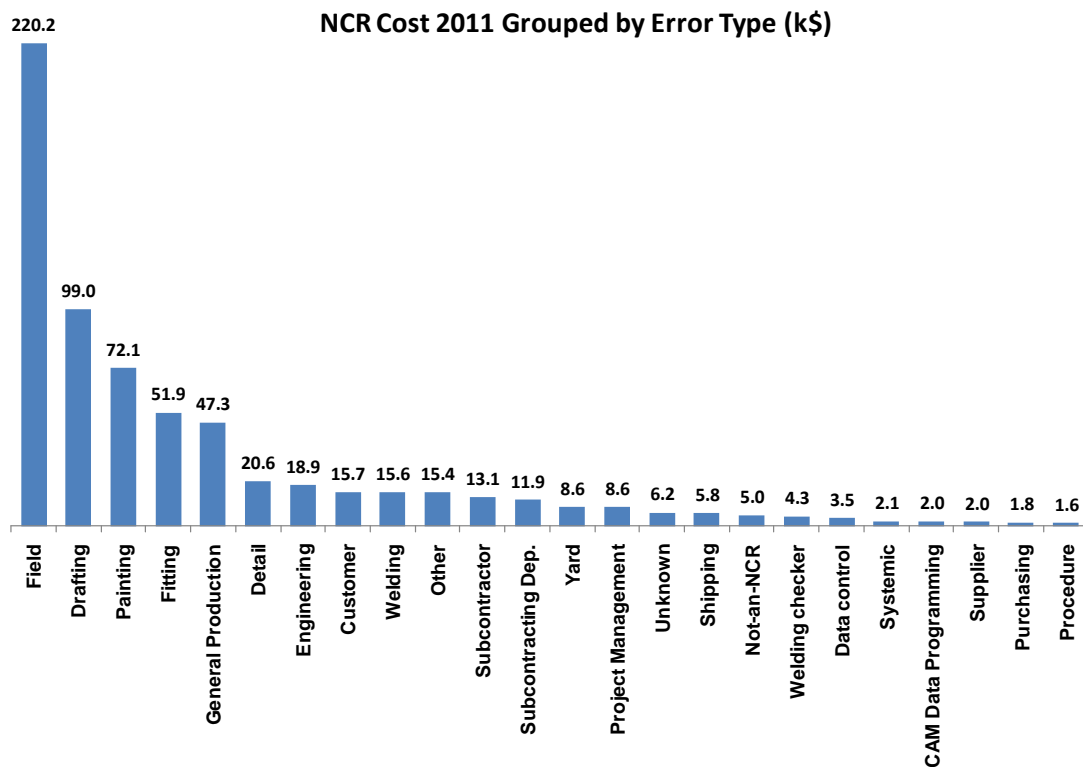
In NCR12-033 improper off-loading, using improper rigging, caused the gearbox tipped and damaged; \$30.3 thousand credit was issued for the damages to the client. A new instruction which requires further in advance planning before moving/ handling irregular materials/ equipment (e.g., mechanical equipments) can prevent similar problems in future! In NCR12-034 during installation of the crusher, plates to prevent debris from falling on to platform were missed. This was noted after erection equipment was removed from the location. A job which could have been done under \$1 thousand ended up with an extra cost of \$25.0 thousand. Conducting a proper job inspection prior to removing an erection job set-up can prevent similar problems in future.

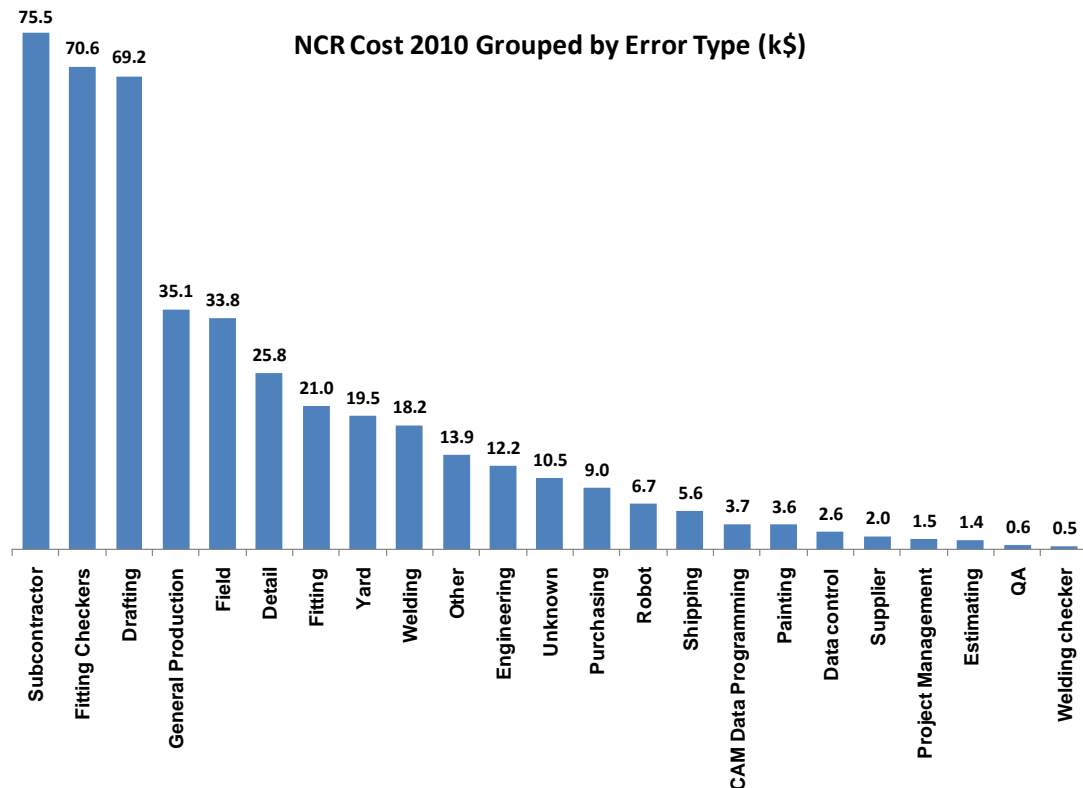
A significant shift in the NCR costs of this period is the cost of the drafting error types. This is the lowest quarterly cost for drafting error type. Drafting stays at the fifth highest cost place with only \$4.0 thousand; for the first time during last 8 quarters drafting is not among the high-cost error types. This might be a sign for the improvement in the CP-DRAFTING drafting.

A big difference between field cost, as the first cause of the NCRs with \$137 thousand, and painting, as the second cause of the non-conformities with \$72 thousand, is seen in Q3-2011 as well. This might be a sign of decreased level of quality in the field.



Following figures show total costs caused by different error types in fiscal years of 2011/2012 and 2010/2011.

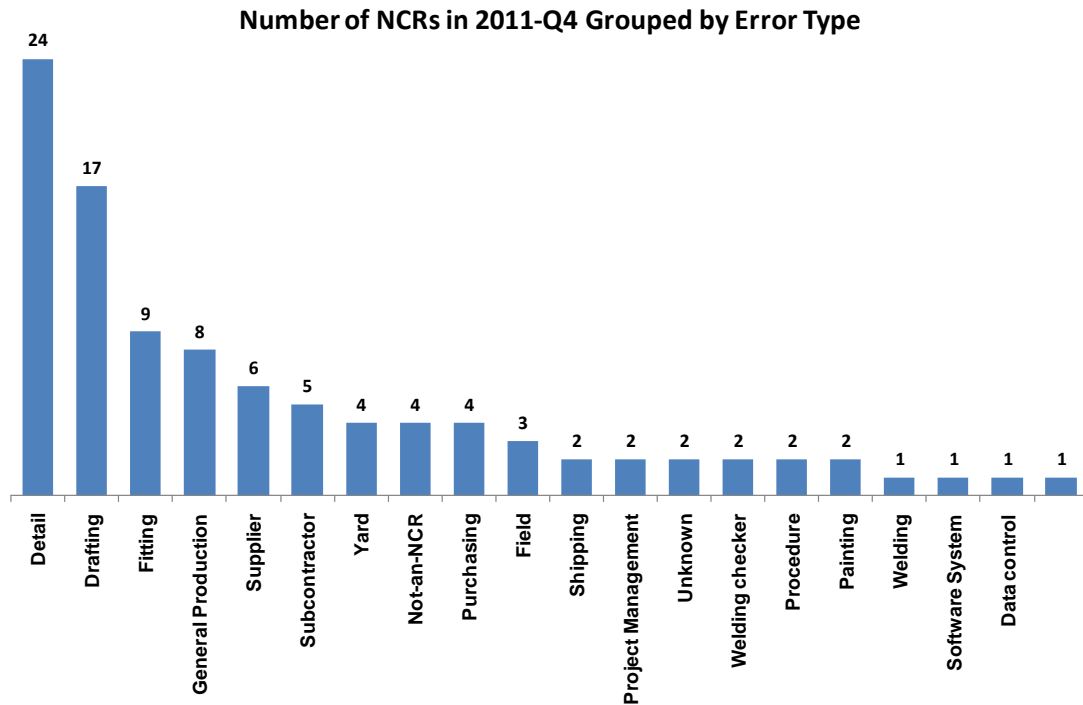




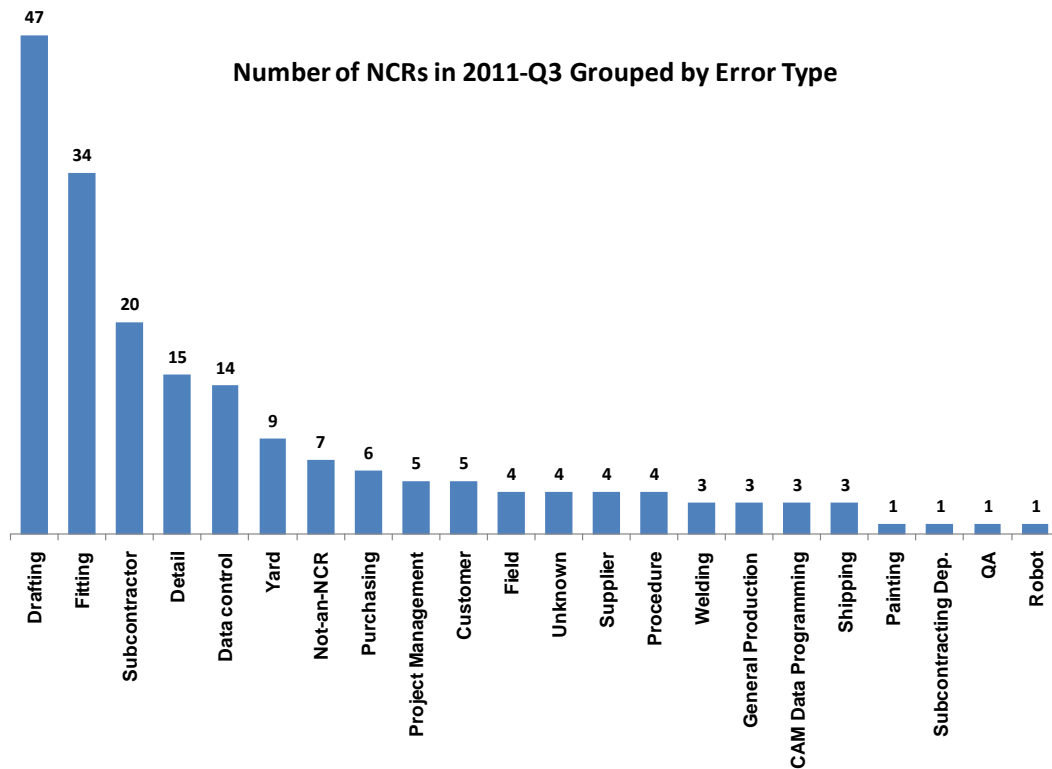
Looking into the total cost of different error types in fiscal years of 2010/2011 and 2011/2012, significant changes can be seen in the order of error types from fiscal year of 2010/2011 to 2011/2012. Among different error types highest cost improvement has happened for fitting-checkers (with 70 k\$ reduction), subcontractors (with 62 k\$ reduction), and yard (with 11.5 k\$ reduction) from 2010 to 2011; field (with 144.5 k\$ increase), drafting (with 30 k\$ increase), fitting (with 29 k\$ increase) and painting (with 26.5 k\$ increase) have had the highest cost increase from 2010 to 2011. To address these changes in the annual cost of error types, it is suggested that these changes and their root causes get discussed in the company's top management meeting and proper actions get determined.

2.2.2. Error Type NCR Trend

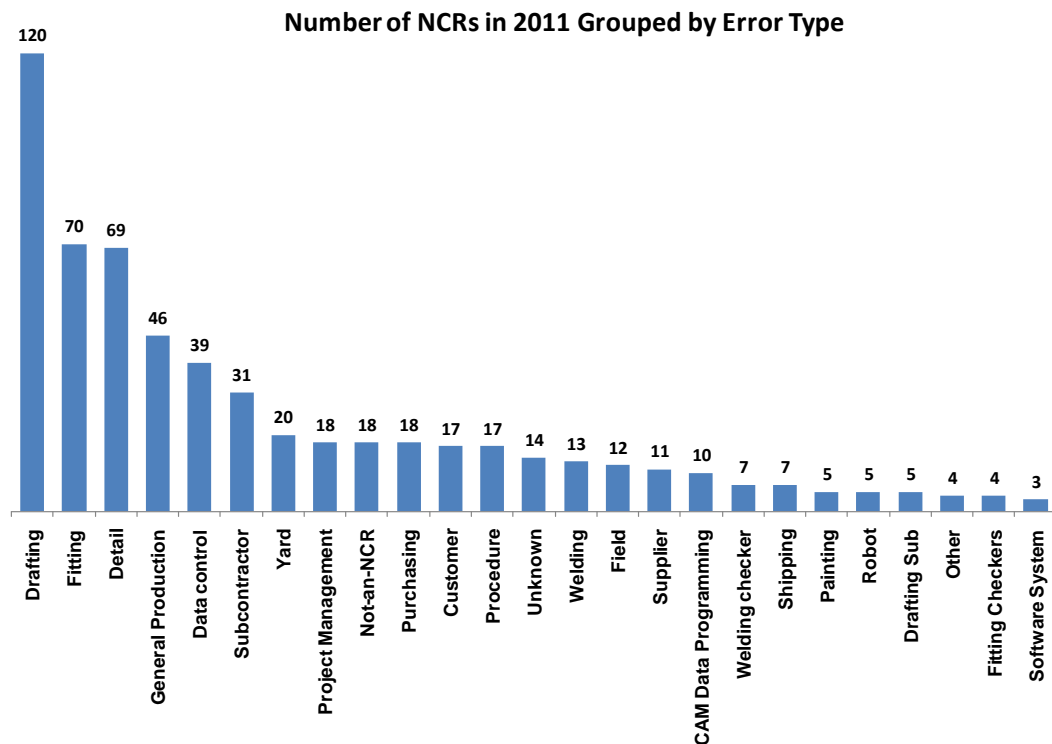
Shop detail with 24, drafting with 17, and fitting with 9 NCRs have scored the highest number of NCRs in this quarter.

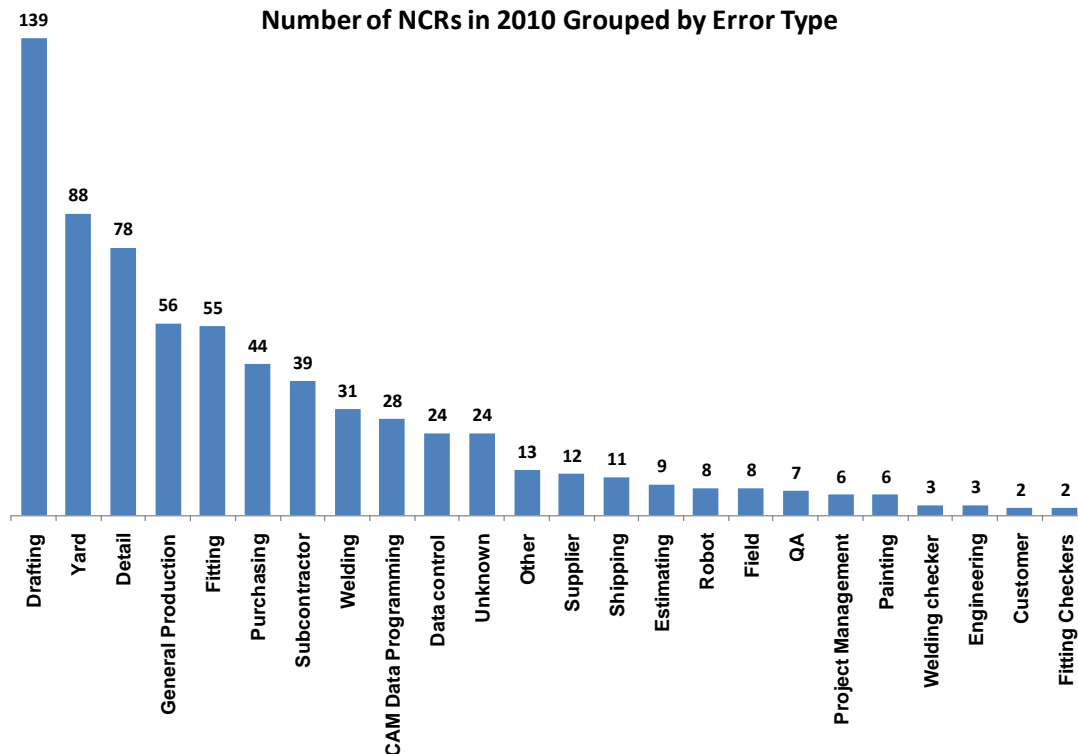


Compared to the last quarter (2011-Q3), in this quarter drafting shows the highest decrease in the number of NCRs with 30 less NCRs followed by fitting with 24 less NCRs and subcontractors with 15 less NCRs. Shop detail has scored the highest increase in the number of NCRs with 9 more NCRs followed by general production with 5 more NCRs, and suppliers and welding checkers (each of them) with 2 more NCRs. This is the first time that Shop Detail scores the highest number of NCRs in past 8 quarters however all of these NCRs have been caught and fixed in the shop and are mainly low in their cost levels (i.e., average of \$200).



Following figures show total number of NCRs caused by different error types in this fiscal years of 2011/2012 and last fiscal year of 2010/2011.

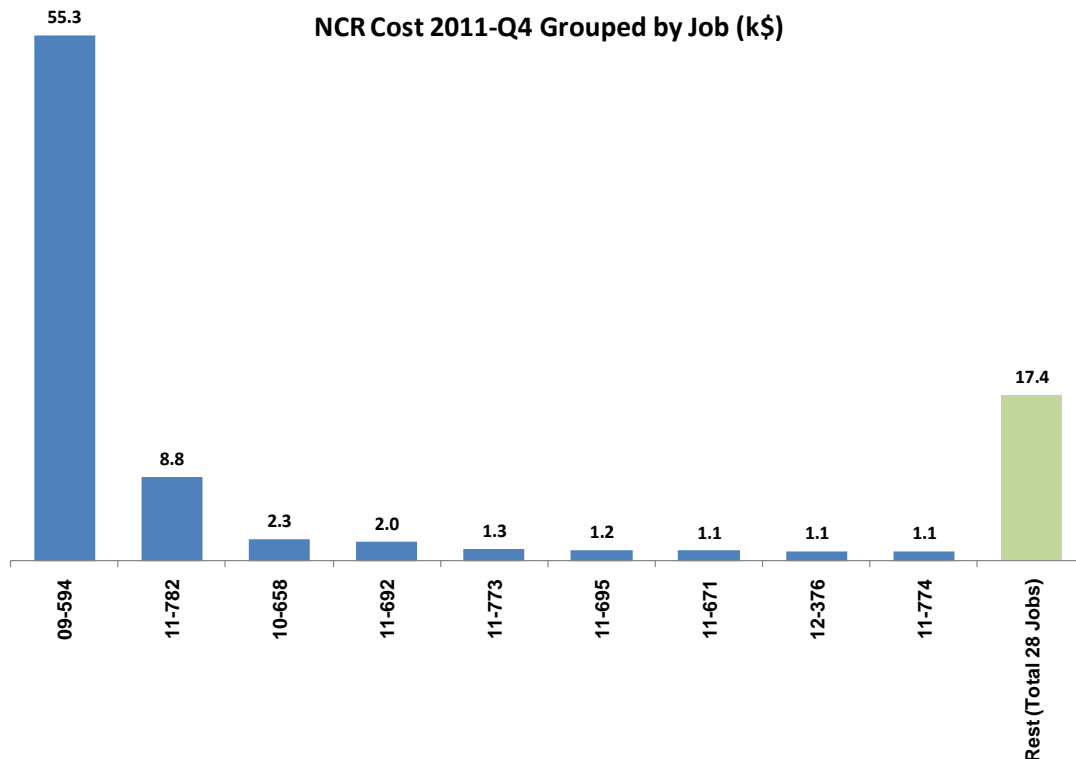




The entire formation of the number of NCRs in 2011 and 2010 is kept very similar with having 2011's NCR numbers reduced by 15%. The only significant changes are; 1) reduction in the number of Yard NCRs from 88 NCRs in 2010 to 20 NCRs in 2011 (80% reduction), and 2) increase in the number of fitting NCRs from 55 NCRs in 2010 to 70 NCRs in 2011.

2.3. NCRs Grouped by Job

Interpretation of the way that a job is run from its reported NCR during a period of the time can be quite misleading since a variety of parameters affect the number of the cost of the NCR reported against a job during a period of time. Start and finish time of the job, the size of the job, and the activation level of the job are examples of the effective parameters which do not deal with the way that a job is run but can drastically affect the number of the NCRs reported from a job during a period of the time. Regardless of the mentioned concerns on analyzing the reported NCRs against a job, it is still worthwhile to screen the jobs and look into them for irregular trends in them..



An outstanding issue is the high cost of NCRs for job 09-594 with total cost of 55.3 k\$. This is a result of two field NCRs of 12-033 with 30.3 k\$ and 12-034 with 25.0 k\$ as discussed in Section 2.2.1. Special and unfamiliar type of the job can be the reason for an inflated cost of the Job. It is suggested that special type of this job and the preparedness required for similar future jobs get discussed among project management and construction management team.

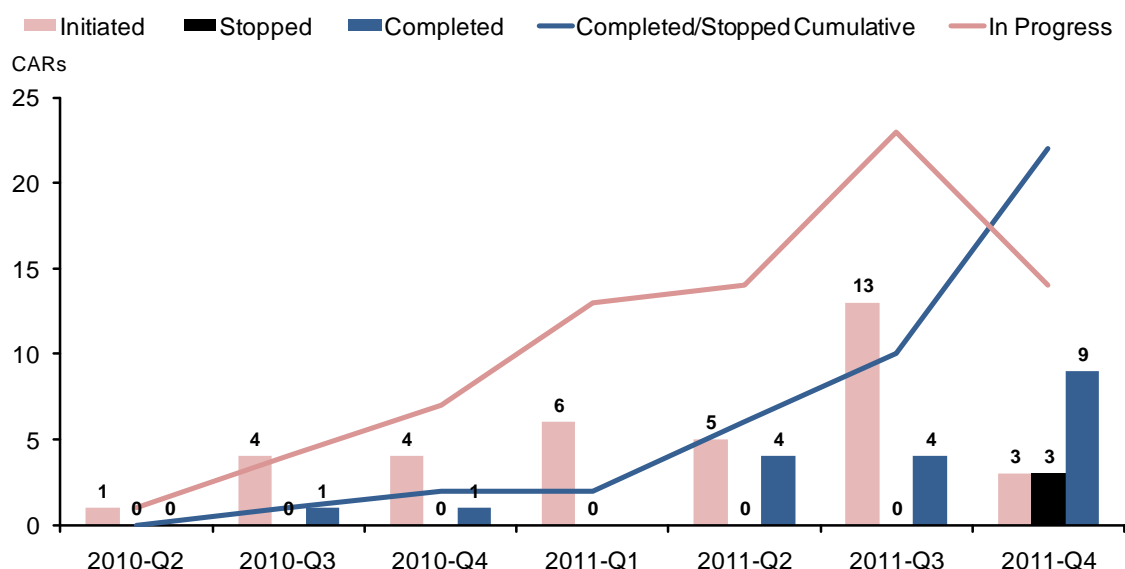
3. Continual Improvement

Continual improvement in the company is followed and done through corrective and preventive actions (CPAs). Procedures P-QA-10 and P-MC-1 deal with CPAs in the company. Currently improvements made under procedure P-QA-10 are planned through form F-QA-10 (Corrective and Preventive Action Form) and tracked under excel sheets copied on “Corrective Actions” and “Preventive Actions” folders at “quality assurance drive\3. NCR's-CPA's” under corrective and preventive action title; the improvement efforts done through P-MC-1 procedure are planned through form F-MC-1 (project charter) and traced in the management committee meetings. The corrective and preventive actions discussed in this section are just the ones fall under procedure P-QA-10.

3.1. Corrective Actions

Total 3 corrective actions (CAs) have been initiated during third quarter of fiscal year 2011. These CAs include 1 purchasing, 1 management committee and 1 human resource CAs. When it comes to the number of corrective actions it is important keep a reasonable number of corrective actions in progress; no CA means the company is not evolving; too many in progress CAs will divide company's resources in dealing with CAs, delays the completion of corrective actions, and interrupts the operation. In this quarter total 9 CARs have been completed; 3 CAs have been stopped. Comparing initiation and completion/ stopping rate of CAs, during this quarter the gap between initiated and completed NCRs was decreased due to less initiation rate. Currently total number of 14 CAs is in progress which shows 9 less in progress CAs. The following diagram shows the trend of corrective actions initiations versus their completion during last 6 quarters.

Corrective Actions Initiated, Stopped and Completed



All initiated corrective actions during last 7 quarters are listed in the table in below.

CAR#	Description	Person Reported	Person In charge	Initiated	Expected finish time	Actual finish time	Status	Department Improved
11-01	Welding lifting lugs for trays	Jim Kanerva	Engineering	14-Sep-10	18-Aug-11	18-Aug-11	Done	EN
11-02	Field manpower forecast-PMP report	Jim Kanerva	Mick	12-Oct-10	01/11/2011>31/03/2012>31/12/2012		Pilot	FLD
11-03	KPI updates	Jim Kanerva	Jim Kanerva	21-Oct-10	01-Nov-11	01-Nov-10	Done	QA
11-04	Oils, lubricants, antifreeze disposals	Jim Kanerva	Kelvin/John B.	15-Oct-10	01-Nov-11	01-Nov-11	Done	SF
11-05	Strumis search problem	John McQueen	John McQueen	15-Nov-10	01/11/2011>01/03/2012	26-Jan-12	Done	PU
11-06	Financial swing	Grant Tuts	Mick	03-Feb-10	01/11/2011>31/03/2012>31/12/2012		InProg	AC

CAR#	Description	Person Reported	Person In charge	Initiated	Expected finish time	Actual finish time	Status	Department Improved
11-07	No ISO process for review of vendor contracts.	Grant Tuts	Amin Alvanchi	16-Mar-11	01-Mar-11	01-Mar-11	Done	AC
11-08	QA CP-DRAFTING communication	Amin Alvanchi	Amin Alvanchi	01-Apr-11	01/11/2011>01/06/2012		Pilot	QA
11-09	Back and forth drawings	Logan Callele	Logan	16-Mar-11	01/03/2012>01/09/2012		InProg	EN
11-10	Transmittal form	Jeff Andersen	Amin/Shane	04-Apr-11	01-Jan-12	01-Mar-12	Stopped	
11-11	Maintenance costs tracking	Kirsten Jenner	Kirsten	15-Mar-11	01-Jul-11	01-Jul-11	Done	AC
11-12	Control Doc. Procedure	Amin Alvanchi	Amin Alvanchi	01-Apr-11	01-Aug-11	01-Aug-11	Done	QA
11-13	Yard losing material	Amin Alvanchi	Amin/ Rob	27-Apr-11	01-Mar-12	01-Mar-12	Stopped	
11-14	Maintenance System	Kelvin Richter	Amin Alvanchi	19-Apr-11	01/11/2011>01/01/2012	01-Dec-11	Done	PR
11-15	Control Doc Tracking Program	Amin Alvanchi	Amin Alvanchi	09-May-11	01-Aug-11	01-Aug-11	Done	QA
11-16	Software Eng. Improvement Process.	Jim Kanerva	Mick	11-Aug-11	01/11/2011>01/03/2012	01-Mar-12	Done	CR
11-17	External customer survey low responses	Jim Kanerva	Amin Alvanchi	18-Aug-11	01/02/2012>01/05/2012		InProg	QA
11-18	Coding mechanism for controlled documents	Amin Alvanchi	Amin Alvanchi	12-Sep-11	01-Feb-12	01-Mar-12	Done	QA
11-19	Updating drawing revisioning procedure (DC6)	Amin Alvanchi	Amin Alvanchi	14-Sep-11	12-Oct-11	12-Oct-11	Done	DC
11-20	Updating drawing distribution procedures (DC2,3)	Amin Alvanchi	Amin Alvanchi	31-Aug-11	01-Nov-11	01-Feb-12	Done	DC
11-21	The Project Kickoff Checklist to be revised	Jim Kanerva	Mark S.	05-Oct-11	01-Jan-12	25-Jan-12	InProg	PM
11-22	The general agenda for the Field Specific Kickoff Meeting will be a controlled document;	Jim Kanerva	Jazmin G./Carrie L.	05-Oct-11	01-Jan-12	25-Jan-12	InProg	FLD
11-23	We need to establish a Site Administration Procedure in the Construction QA MOP;	Jim Kanerva	Jazmin G./Carrie L.	05-Oct-11	01-Mar-12		InProg	FLD
11-24	We need to establish a Site Administrator Job Description;	Jim Kanerva	Jazmin G./Carrie L./ Kerry R.	05-Oct-11	01-Jan-12	25-Jan-12	InProg	FLD
11-25	A system to treat job descriptions as controlled documents (i.e. revisions are tracked and controlled)	Jim Kanerva	Kerry R.	05-Oct-11	30-Nov-11	30-Nov-11	Done	HR
11-26	Site Project Coordinator job description	Jim Kanerva	Mark S./ Kerry R.	05-Oct-11	01-Mar-12	06-Feb-12	Done	FLD
11-27	Time interval to review/update the global equipment rates. What QA MOP procedure does this go into?	Jim Kanerva	Mark S.	05-Oct-11	01-Mar-12		InProg	PM
11-28	Once the global equipment rates are updated, the Construction Team needs to update FieldWorks. What Construction QA MOP	Jim Kanerva	Jazmin G./Carrie L.	05-Oct-11	01-Mar-12		InProg	FLD

CAR#	Description	Person Reported	Person In charge	Initiated	Expected finish time	Actual finish time	Status	Department Improved
	Procedure does this go into?							
11-29	Feedback from shop foreman on workers evaluation are not satisfactory	Kerry Ruether	Kerry Ruether	07-Nov-11	07-Nov-12		Pilot	HR
11-30	Developing new FLRA draft form	Jim Kanerva	Lars Pedersen	08-Nov-11	01/02/2012> 01/6>2012		InProg	SF
11-31	Documented Daily Observation Procedure and Report Form	Jim Kanerva	Lars Pedersen	08-Nov-11	01-Feb-12		Pilot	SF
11-32	QC documents transmittal in SteelWorks	Eli Bruce	Eli Bruce	09-Nov-11	01/02/2012>01/6/2012	01-Mar-12	Stopped	QA
11-33	Shop crew vacation/ absence request	Amin Alvanchi	Amin A./ Kerry R.	17-Nov-11	27-Nov-11	23-Nov-11	Done	HR
11-34	Bolt Entry Automation	Kyle Lesburg	Kyle Lesburg	05-Dec-11	13-Feb-12		InProg	DC
12-01	Plate and flat bar sections prelim import into StruMIS	Jim Kanerva	Mick	15/03/2012	15/03/2012	15/03/2012	Done	PU
12-02	Internal Process Improvement Procedure Revise	Amin Alvanchi	Jim Kanerva	20/03/2012	20/04/2012		InProg	MC
12-03	HR Procedure Updates	Amin Alvanchi	Kerry Ruether	03/04/2012	01/06/2012		InProg	HR

3.2. Preventive Actions

5 preventive actions (PAs) have been initiated during fourth quarter of fiscal year 2011/2012; 1 human resource, 1 production, 1 field, 1 project management and 1 accounting. During this period 1 PA is marked as completed and 2 PAs are stopped. Currently there are total 5 open PAs 2 of them in progress and 3 of them in an unknown status, since still no action plan has been provided for them. The following table lists all initiated PAs during last 7 quarters.

PAR#	Description	Person Reported	Person In charge	Initiated	Expected finish time	Actual finish time	Status	Department Improved
11-01	HR Improvement	Jim Kanerva	Kerry R.	03-Sep-10	01-Aug-11	01-Aug-11	Done	HR
11-02	Biodegradable washers	John MacQueen	Kelvin R.	25-Oct-10	01-Aug-11	01-Aug-11	Done	MA
11-03	CP-DRAFTING unit rate categories	Paul Zubick	Greg Bratina (CP-DRAFTING)	25-Oct-10	01-Aug-11	01-Aug-11	Done	DR
11-04	Safety Improvement	Jim Kanerva	John Blackburn	24-Dec-10	01-Dec-11	01-Feb-12	Stopped	SF
11-05	Project post-mortem and lesson learned	Jim Kanerva	Amin Alvanchi	30-Aug-11	01/11/2011> 30/03/2012> 30/04/2012		InProg	PM
11-06	Biweekly meeting between Engineering and Drafting	Logan Callele	Logan Callele	01-Sep-11	08-Sep-11	08-Sep-11	Done	EN
11-07	Project Close out Statistics Automation	Paul Zubick	Mick Mykitiuk	21-Nov-11	30-Apr-12		InProg	PM
12-01	An orientation program for	Jim	Kerry R.	26-Jan-12	01-May-12	01-Feb-12	Stopped	HR

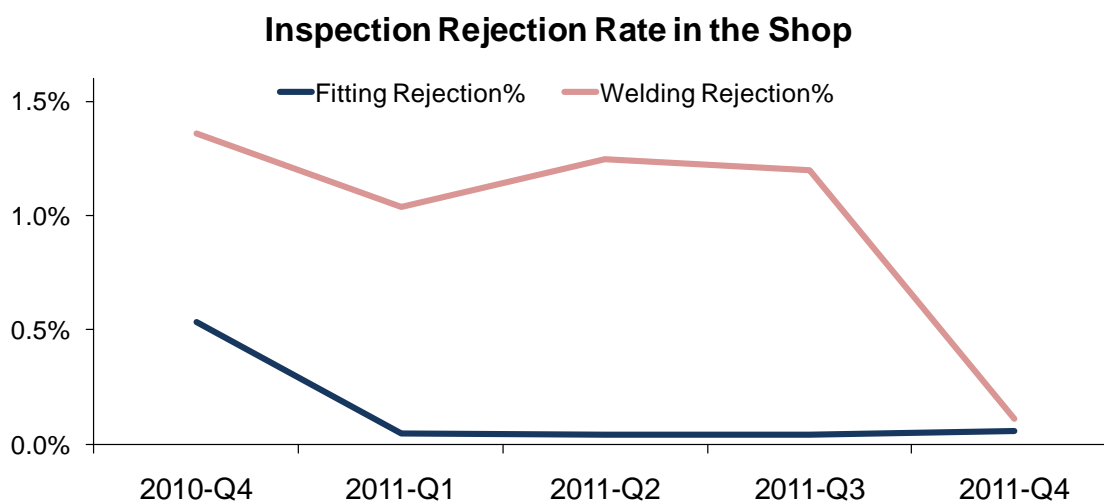
	new employees	Kanerva						
12-02	Scheduling for Shop Operations	Jim Kanerva	Rob Wright	26-Jan-12		07-Feb-12	Done	PR
12-03	Scheduling for Construction Operations	Jim Kanerva	Donny McCue	26-Jan-12			Unknown	FLD
12-04	Original Project Management Scheduling input into SteelWorks.	Jim Kanerva	Paul Zubick/ Mark Scott	26-Jan-12			Unknown	PM
12-05	Accident Insurance	Grant Tuts	Safety	08-Feb-12			Unknown	AC

4. Fitting/ Welding Inspection Report

Reliability level (or percent of rework done) in the company is an important performance indicator; the lower rework done the higher performance level. This can be measured by monitoring level of acceptance/ rejection of the work done over time in the company.

During this quarter total 19,882 pieces were inspected at the fitting and 14,229 pieces were inspected at the welding stations. The rejection reports show 12 fitting inspection rejections and 16 welding inspection rejections over this period of time. This brings the fitting inspection rejection rate to 0.06% and welding inspection rate to 0.11%. However credibility of the inspection rejection statistics is in question.

Following diagram presents the trend of changes in the fitting and welding inspection rejection rates during last five quarters. A significant change can be seen in the welding rejection ratio. It has been dropped from 1.20% in last quarter to 0.11% in this quarter. Accepting the data provided are valid, this is a significant improvement in the welding department. During last four quarters fitting inspection rejection rate does not show a significant change.



5. Customer Satisfaction

Total 7 customer satisfaction surveys have been completed and sent back during the fourth quarter of 2011/2012. Customers responded to our customer satisfaction surveys are: MK4 Construction, Suncor (Calgary), Worley Parsons, Slave Lake Pulp, Krupp Canada, Suncor c/o Jacobs, and Jacobs Canada Inc. In addition to the questionnaires we also have received 10 positive responses and acknowledgements either from email or phone calls, 6 for CP and 4 for CP-DRAFTING (based on what has been reported to QMS admin from different parts of company). The feedbacks received from customer include both quantitative and qualitative evaluations; the analysis presented in this section is also divided into two parts accordingly.

5.1. Quantitative Feedback

The average values achieved for different areas (based on 7 questionnaires received) are outlined in the table following table. The average values for in different areas are calculated base on the following scales: Excellent: 4, Good: 3, Acceptable: 2, Poor: 1 and Unacceptable: 0.

Average satisfaction level in different areas (out of 4)	
Area	Average
Safety	3.27
Product quality	3.45
Engineering / drafting	3.66
Project management	3.74
Shipping / delivery	3.57
Field installation	3.33

Note: Although total number of 7 responses have been received in this quarter, since all customers will not necessarily have used services provided in each area the average calculated in each area is not necessarily an average of 7 different responses from customers. For example in the field customer satisfaction the average is

just calculated from three customers' responses. So, the average values provided in the table are not necessarily representative of the company's customer satisfaction level.

Among 6 different areas of services, project management with 3.74 and engineering/ drafting with 3.66 have scored the highest rank; Safety with 3.27 and field installation with 3.33 have scored the lowest customer satisfaction levels. In the questionnaire each area has been divided into sub-areas (total sub-areas of 35). Field attention to the schedule (item 31 as a sub area to the field) with the average value of 2.33 has scored the minimum value among all other sub-areas. One of the customers has marked this item as a poor quality sub-area. 3 different project management's sub-areas (including communication, responsiveness and attention to schedule) have scored the highest mark (3.86) among the others.

5.2. Qualitative Feedbacks

Qualitative customer feedbacks can be divided into the parts; improvable points and strengths.

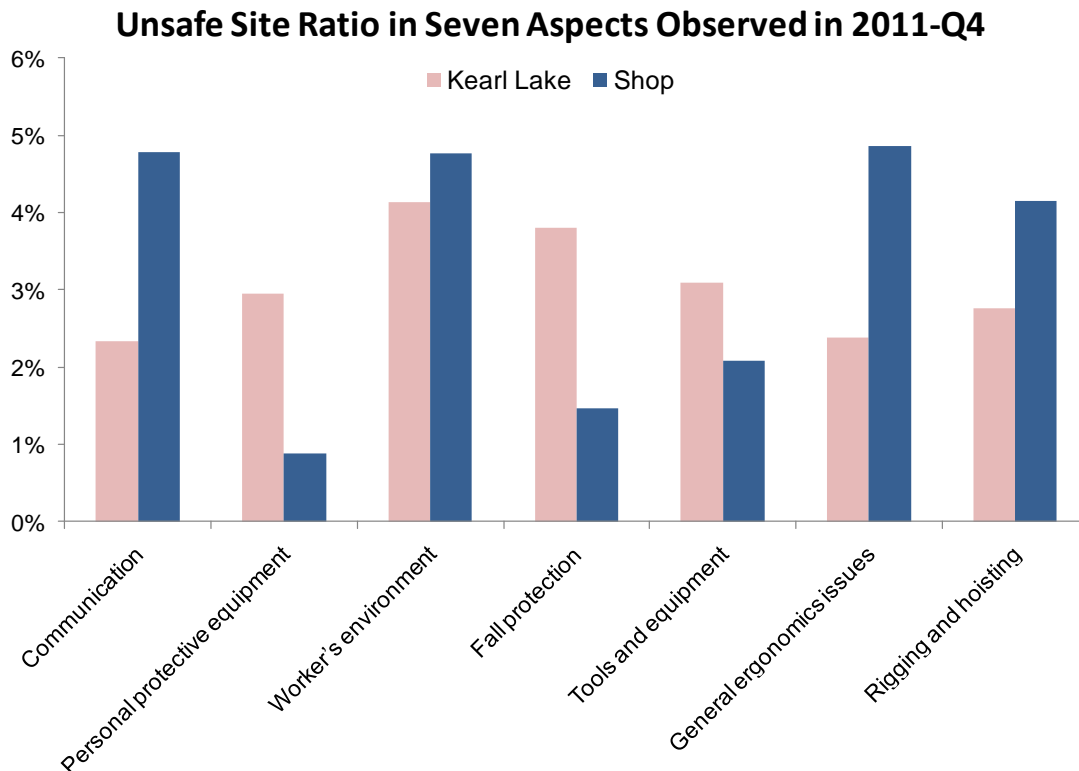
- 1) Improvable points
 - List of categories and pricing structure can be more flexible
 - Safety performance needs to be improved
- 2) Strengths
 - On time Shop and erection schedule
 - Working closely with customer and offering cost savings alternatives
 - Understanding the customer and working closely with the customer in the rush jobs
 - Quality of product (drawings, engineering, fabrication and erection)

6. Behavioral Based Observation (BBO)

The BBO system addresses the fact that a majority of incidents happening in the job sites are caused as results human error. BBO is a tool which measures level of safe/ unsafe practices in the company and tries to improve safety level by recognizing and improving unsafe activities on the job site. This is the first quarter that BBO system is run in CP. The BBO system concurrently started in Kearl Lake site and fabrication shop on January 16, 2012. From that time to the end of quarter total number of 343 BBO cards in Kearl Lake and 193 BBO cards in shop have been reported and stored in the BBO database. This meets 137% of the number of BBOs required in the Kearl Lake and 77% of the Shop requirements. The main safety performance indicator in BBO program is the ratio calculated by dividing the number of unsafe observations to the number of safe observations (so called unsafe ratio). Unsafe ratio represents the level of unsafe practices on every job site. The overall number achieved for unsafe ratio during fourth quarter of 2011 for Kearl Lake site was %3.04 and for the Shop was %3.24.

In the CP's BBO system, an observer is asked to observe seven different aspects of the assigned activities. Following graph illustrates unsafe ratios in achieved in every aspect for Kear Lake site and the Shop. Since this

is the first quarter for implementation of BBO system, employees involved in the BBO program have been in training phase for a major part of this quarter. So any conclusion or judgment made based on the result achieved should be cautiously followed. There is also no past data to be able to compare this quarter's result with it.



The immediate improvement made in a BBO system is direct intervention of observer to stop and train employee on his/her unsafe practice. Furthermore BBO is seeking for continual improvement by holding on-site weekly BBO supervisory meeting to analyze the results achieved and to decide on potential points of safety improvements and corrective actions to be made. Conveying the results of weekly supervisory meeting to all site employees is another component of the BBO system which works as a training tool to all employees. In this quarter there is no report on holding BBO weekly meeting on site or shop. So, no corrective action as a result of analyzing BBOs and no BBO results announcement to the site and shop employees is supposed to have been done in this quarter. These are missing components of CP's BBO program that need to be implemented in future.

