

From: pharrington@nlh.nl.ca
To: emartin@nlh.nl.ca; gbennett@nlh.nl.ca
Subject: Role for Derek Owen
Date: Thursday, March 30, 2006 11:05:58 AM
Attachments: [.png](#)
[RDO Terms of Reference.doc](#)

Ed/ Gilbert

Derek has provided some useful input and I appreciate his experience, I would not say that his time commitment to us has been extensive to date. I believe that Derek has something further to offer in specific areas. I suggest that we agree on the areas that Derek is invited to be involved and, with your agreement, I would like to be the NLH single point contact for Derek in future.

I like and respect Derek but I believe we need to establish a clear route for communication and work allocation between him and NLH to keep control of what he is doing in an organized manner, so we get the best value. I propose the following as activities that Derek would be involved with (see attached Terms of Reference for RDO involvement):

- Ad hoc review and comment of Discussion Papers, Procedures, Strategies etc.
- Ad hoc meetings- in person or by phone
- Assistance in establishing NLH Project Drivers and Critical Success Factors
- Advice on a Team building and Alignment plan- I believe this is the core business that Derek is into these days- however this contract may have to go out to bid and would cover more than the Project Implementation team - it would have to include Environmental, IBA, communications, Strategic/Commercial etc and may be more of a Corporate initiative.
- Gate Review - a leading member of Independent Project Review teams and audit teams
- Advice - I would like Derek to meet with me once a month for a day in an Advisory Board setting to solicit advice, check progress, obtain strategic input. This would be similar to the advisory Board that David Kiel has established for the environmental assessment process. Others could be invited to participate in this advisory board also.

Setting aside the Audits and Independent Reviews I would expect Derek to expend something in the order of an average of 3 to 4 days per month for the rest of the year.

I attach a terms of reference document that reflects the above- I understand that Derek is trying to arrange a phone call with you both to discuss this very topic- this may help with that discussion.

Regards Paul



RDO Terms of Reference.doc

Terms of Reference

Name - Derek Owen

Role – Project Advisor

NLH Single Point Contact – Paul Harrington

Duration – 1 April 2006 to 31 December 2006. With an option to renew.

General Description of Services Required.

To provide advice to the Lower Churchill Project Team in matters relating to Project Execution, Contracting Strategy, Project Delivery Methods, Organization design. The advice will be provided in the form of:

- Review and comments to NLH provided documents including Strategies, Schedules, Procedures, Manuals, Discussion Papers.
- Monthly Project Implementation Advisory Board meetings
- Telephone and face to face meetings on specific subjects as requested by NLH.
- Assistance in the development of NLH Project Drivers and Critical Success factors
- Assistance in the development of a Team building and Alignment implementation plan. (Note Team building and Alignment implementation and support services are not included in this work scope, which will be competitively bid at a later stage)
- Participation in NLH initiated Audits, Readiness Reviews and Independent Project Review Panels.

Average time commitment per month for the work described above is expected to be in the order of 3 to 4 days at 8 hours per day. Monthly timesheets to be submitted to the NLH single point contact.