

JASON R. KEAN, P. ENG., MBA, PMP

PROFILE & CAREER SUMMARY

Dedicated, highly motivated professional with 20 years of experience in planning and executing mega-projects on behalf of the Owner and/or Operator. Visible safety champion throughout career. Proven track record in forming, motivating and successfully building and leading teams to deliver under challenging business conditions. Recognized by peers as a critical thinker and strategist with a keen sense of foresight to ensure the optimal solution to challenging problems. Demonstrated ability to establish and implement the governance structures and processes required to shape and align projects to meet business objectives. Extensive experience interfacing with senior executives (i.e. VPs and C-Level executives) and presenting to external stakeholders.

Project Leadership Roles

Deputy General Project Manager – Nalcor Energy - Lower Churchill Project
 Sr. Project Manager Transmission Lines – Nalcor Energy - Lower Churchill Project
 Project Services Manager – Nalcor Energy - Lower Churchill Project
 Project Services Manager – Petro-Canada Terra Nova Services
 White Rose Asset Leader – Petro-Canada Joint Ventures

Major Projects

Lower Churchill Project (all phases)
 Terra Nova Development (EPC Phase)
 White Rose Development (Concept Selection / FEED / EPC Phases)
 Terra Nova 2006 Turnaround (Retrofit)
 Hebron Development (Concept Selection & FEED Phases)
 East Coast Canada Deep Water Prospects (Technology Selection)

Project Characteristics

Greenfield Site-based and Linear developments
 Offshore Oil & Gas – FPSOs, GBS, subsea developments, LNG
 Electricity – Large and Small Hydro Generation
 Electricity – Major Transmission Lines (up to 735kV HVac and ±350kV HVdc)
 Infrastructure – Forestry Clearing, Earthmoving and Access Road Construction
 Large Industrial Plant Shutdowns / Turnarounds
 Construction in Remote and Northern Environments
 Downstream Refining Facilities

Core Expertise

Project Planning (Pre-Sanction)

- Project Justification and Initiation
- Strategic Project Planning
- Risk Informed Decision Making
- Project Governance Structures
- Project Assurance
- Scope Definition and Freeze
- Delivery Strategy Development
- Project Team Formation
- Cost and Schedule Development
- Project Financing

Project Execution (Post-Sanction)

- Goal Setting / Performance Management
- Risk Management
- Scope and Change Management
- Project Controls Management
- Contract Negotiation & Administration
- Organizational Effectiveness
- Construction / Contractor Management
- Commercial Management
- Claims Management
- Health and Safety Management

PUBLICATIONS

- Kean J.R. (2018) *"High Voltage Transmission Line Megaprojects: Strategic Considerations and Lessons Learned"* Association for Advancement of Cost Engineering (AACE) International, San Diego, USA.
- Kean, J.R. (2011) *"Improving Project Predictability with the Application of Critical Project Governance Structures"* Association for Advancement of Cost Engineering (AACE) International, Anaheim, USA.
- Lever, G.V., Kean, J.R. and Muggeridge, K. (2001) *"Terra Nova FPSO on the Grand Banks of Canada"* Port and Ocean Engineering Under Arctic Conditions (POAC) 2001 Conference, Ottawa, Canada.
- Ewida, A. and Kean, J. (2001) *"Terra Nova Design Challenges and Operational Integrity Strategy"* 11th Annual International Society of Offshore and Polar Engineers (ISOPE) Conference, Stavanger, Norway.
- Lever, G.V., Dunsmore, B. and Kean, J.R. (2001) *"Terra Nova Development: Challenges and Lessons Learned"* Offshore Technology Conference (OTC), Houston, USA. Recipient of American Society of Mechanical Engineer's (ASME) Arthur B. Lubinski Award for Best Petroleum Mechanical Engineering Paper
- Lever, G.V. and Kean, J.R. (2000) *"Harsh Environments FPSO Development for Terra Nova"* 10th Annual International Society of Offshore and Polar Engineers (ISOPE) Conference, Seattle, USA.

EXPERIENCE

WESTNEY CONSULTING GROUP INC., HOUSTON, TX

2017 – PRESENT

As a **Senior Executive Consultant** with Westney, supporting clients in large capital project developments in order to improve overall predictability, with a particular focus on project governance and assurance frameworks. Representative projects include a \$20B international LNG project, and a \$10B North American power generation project.

PROJECT SOLUTIONS INC., ST. JOHN'S, NL

2007 – 2017

Independent Consultant with assignments that include:

- **Emera Inc.:** Development of corporate-wide H&S standards for the growing energy company.
- **Skadden, Arps, Slate, Meagher & Flom LLP:** Conduct "cold-eyes" assessment of a contractor's performance in order to aid client with its determination of the validity of contractor's request for time extension.
- **Lower Churchill Management Corporation:** Provision of advisory support for the Muskrat Falls Project.
- **Confidential Client:** Development of new and "organic" business growth opportunities for medium-size construction firm.
- **Nalcor Energy Oil & Gas:** Technical Advisor for joint-venture activities (White Rose North Amethyst and Hebron) during acquisition and pre-sanction Front-End Engineering and Design ("FEED") phase.
- **Churchill Falls (Labrador) Corporation:** Led development and communication of the first long-term (up to 2041) asset management plan for the 5,428 MW hydro generation asset.
- **Government of Newfoundland & Labrador:** Technical Advisor for re-negotiations with Vale Inco regarding development plans for the \$3B+ Long Harbour Hydrometallurgical Processing Plant.

NALCOR ENERGY – LOWER CHURCHILL PROJECT, ST. JOHN’S, NL
(INDEPENDENT CONSULTANT THROUGH PROJECT SOLUTIONS INC.)

2007 – 2017

Deputy General Project Manager – LCP (Jan 2011 – Jan 2017)
Sr. Project Manager – Overland Transmission Lines (Jan 2013 – Jan 2017)
Project Services Manager (Mar 2007 – Dec 2010)

As **Deputy General Project Manager** for the \$9.1B Lower Churchill Project (“LCP”), accountable to provide guidance and direction to all project and functional managers within the newly created Lower Churchill Management Corporation (“LCMC”) Integrated Project Delivery Team to ensure committed targets were met.

As **Sr. Project Manager – Overland Transmission Lines** accountable for the delivery of the nearly 1,600km of overland transmission lines included in the LCP, valued at ~\$2B. Scope included 1,086km of ±350kV HVdc lines from Muskrat Falls to Soldiers Pond (near St. John’s), two 315kV HVac lines, at 247km each, between Muskrat Falls and Churchill Falls, and two 735kV interties at Churchill Falls, at 1km each.

As **Project Services Manager** led significant aspects of the strategic front-end pre-sanction phase that enabled the Project to be sanctioned in Dec-2012 and project financing to be concluded (i.e. financial close) in Dec-2013.

Key Accomplishments

- Developed LCP from an early business opportunity to >60% construction complete.
- Led the build of the single largest transmission lines program undertaken in North America in the past twenty years, from late engineering through to 75% construction complete at end 2016.
- Championed the Project’s Nobody Gets Hurt safety culture. 30M person-hours spent with AIFR = 0.65.
- Created and developed LCMC as the management entity for LCP, included developing all supporting organizational capacity (people, processes and tools) which, in late fall 2015, received “best-in-class” recognition from Independent Project Analysts (“IPA”). At the end of 2016, LCMC was ~525 persons strong.
- Co-led the change in project delivery model from an EPCM to an Integrated Project Delivery Team.
- Principal architect / writer for significant portions of the execution strategies and plans for LCP delivery.
- Led the development and implementation of a best-in-class strategic risk management program.

PETRO-CANADA (NOW SUNCOR ENERGY), ST. JOHN’S, NL

1998 – 2007

Project Services Manager, Terra Nova 2006 Turnaround
Terra Nova Services Inc. (Oct 2005 – Mar 2007)

As a member of Project’s leadership team for this fast-tracked, \$230M major 190 day shut-down, station removal, and dry-docking of the *Terra Nova FPSO* for critical maintenance and production efficiency upgrades, was directly accountable for all Project Services functions (project controls, project planning, document control, IT, supply chain).

Key Accomplishments

- Completed a complex, unplanned, multi-dimension station removal and dry-docking of the *Terra Nova FPSO*.
- Established a highly-performing ~30-person Project Services organization, with supporting process and tools, and relocating with them to Keppel Verolme shipyard in Rotterdam, Netherlands for dry-docking program.
- Implemented work-face planning techniques that enabled execution all planned and significant unplanned work scope, while maintaining overall dry-docking schedule.

**White Rose Asset Leader (EPC Phase), Petro-Canada Joint Ventures
Petro-Canada East Coast (Jun 2002 – Oct 2005)**

Accountable for the management of Petro-Canada's working interest (27.5%) in the \$2.2B White Rose South Field development phase (new build *SeaRose FPSO* and subsea development). Responsibilities included coordinating overall interfaces with the Operator (Husky Energy) for all aspects of the project development (wellhead-to-tanker) in order to provide strategic and timely input using a risk-based asset management philosophy.

Key Accomplishments

- Worked with the Operator (Husky Energy) to collaborate and share resources and expertise from Petro-Canada that helped to enable the Project to be completed on schedule and under sanction budget.
- Implemented a readiness process which successfully avoided unplanned scope carryover and rework from either of the *SeaRose FPSO* hull fabrication yard at Samsung Heavy Industries, South Korea or topsides fabrication and integration yard at Kiewit's Cow Head Fabrication Facility, NL.
- Implemented a risk management program and led strategic risk reviews that enabled critical, risk-informed decisions regarding topsides fabrication constraints and identified the need to adjust fabrication plans.

**Future Developments & Strategic Technology Coordinator
Petro-Canada East Coast (Oct 2001 – Jun 2002)**

As part of Petro-Canada's growing east coast activity, held new role of **Future Developments & Strategic Technology Coordinator**, which was envisioned as the technology and development concept coordination point.

Key Accomplishments

- Developed a strategic plan for assessment of technology for future offshore development projects. Recruited supporting staff and developed personal succession plan.
- Chaired and sought partner alignment for 5-year industry R&D ice management initiative with C-CORE.
- Led the early identification of technology to support future development in the deep water (1,100m) Flemish Pass basin.

**Facilities Engineer, Engineering and Technology
Petro-Canada Offshore Development & Operations (Apr 2000 – Oct 2001)**

As **Facilities Engineer**, worked with joint venture partners during the pre-sanction phases of the planned developments of both White Rose and Hebron. Activities included screening and selection of the preferred development concept for both fields and later, selection of the Front-End Engineering and Design ("FEED") contractor for White Rose. Was designated to be the facilities engineering representative for joint Petro-Canada / Norsk Hydro exploration interests on East Coast.

Key Accomplishments

- Worked to bring alignment amongst Hebron partners in the selection of a Gravity Based Structure ("GBS") as the preferred development scheme.
- Worked with Aker Maritime to develop the GBS concept, which evolved into the final design for the recently constructed Hebron GBS.
- Provided all development schemes, cost estimates and schedules to allow the joint Petro-Canada / Norsk Hydro organization to obtain the first exploration licenses issued by the Canada-Newfoundland and Labrador Offshore Petroleum Board for the Flemish Pass (i.e. Mizzen and Bay du Nord prospects).

**Facilities Engineer, Terra Nova Operations (EPC Phase)
Petro-Canada Offshore Development & Operations (Nov 1998 – Apr 2000)**

During the engineering, construction, and pre-operations phases of this \$2.8B Terra Nova offshore oil development project (new build FPSO and subsea development), was responsible to undertake a variety of pre-operational readiness assignments (e.g. asset integrity plans, platform availability modelling, ice management). This entailed witnessing global construction activities and equipment factory acceptance tests.

Key Accomplishments

- Obtained base working knowledge of oil and gas developments and technology application and limitations.
- Shadowed Terra Nova Operations Manager in order to develop a detailed understanding of executive, joint venture partner, contractor / alliance member, and regulator working interfaces and relationships.
- Formed a solid understanding of the lessons learned from Terra Nova development (both technical and commercial) that would prove invaluable in future developments.

ENGINEERING COOP WORK TERMS (SUMMARY OF LAST 3 OF 6 TERMS)

1996 – 1997

**Husky Oil, Lloydminster Asphalt Refinery, Lloydminster, AB
Project Engineer-in-Training (Sep – Dec 1997)**

Project planning, design and management for numerous refinery related projects (e.g. piping and mechanical).

**Newfoundland Power, Energy Supply Division, St. John's, NL
Project Engineer-in-Training, Energy Supply (Jan – Apr 1997)**

Project planning, design and management for various projects including hydro-turbine retrofits and HVAC.

**Hibernia Management and Development Corporation, St. John's, NL
Engineer-in-Training, Well Performance Team (May – Aug 1996)**

Desktop studies addressing platform decommissioning, energy consumption, and greenhouse gas emissions.

EDUCATION

Memorial University of Newfoundland

- Master of Business Administration (MBA), Dean's List Recipient – 2010
- Bachelor of Mechanical Engineering (Co-op), Dean's List Recipient – 1998

ACCREDITATIONS AND MEMBERSHIPS

- Professional Engineer (P. Eng.), Professional Engineers & Geoscientists of Newfoundland (PEGNL) – 2002
- Project Management Professional (PMP), Project Management Institute (PMI) – 2004
- Registered Member, Association for Advancement of Cost Engineering (AACE) International – 2005 onward