

From: jasonkean@nalcorenergy.com
Sent: Wednesday, September 14, 2011 7:19 AM
To: markmcgrath@nalcorenergy.com
Subject: Fw: CV
Attachments: Jason Kean CV - Sept 2011.pdf

Mark,

My CV for DataRoom.

FYI - Organization chart should be finalized today.

JK

 <p>nalcor energy LOWER CHURCHILL PROJECT</p>	<p>Jason R. Kean, P. Eng., MBA, PMP Deputy Project Manager, Muskrat Falls & Labrador - Island Transmission Link (Consultant to Nalcor Energy) Nalcor Energy - Lower Churchill Project t. 709 737-1321 c. 709 727-9129 f. 709 737-1985 e. JasonKean@nalcorenergy.com w. nalcorenergy.com 1.888.576.5454</p>
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You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

----- Forwarded by Jason Kean/NLHydro on 09/14/2011 07:18 AM -----

From: "Jason R. Kean" <jrkean@[REDACTED]>
To: <jasonkean@nalcorenergy.com>
Date: 09/13/2011 09:50 PM
Subject: CV



Jason Kean CV - Sept 2011.pdf

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

Project Management Consultant

**PROJECT
SOLUTIONS
INC.**

PROFILE

Action oriented and highly motivated individual with extensive experience in mega-projects, working both as an employee on the Owner's side and as a consultant. Nearly 9 years with a major integrated Owner / Operator oil and gas company and over 4 years as Principal Consultant of Project Solutions Inc.

Held various project management positions during all stage-gate phases of offshore and onshore energy mega-project development (Concept Screening and Selection / Alternative Selection, Front-End Engineering and Design, Detailed Engineering, Fabrication / Construction, Commissioning, and Operations Readiness / Start-up). Knowledgeable and experienced in project planning for shutdown operations and dry-dock retrofitting of offshore platforms.

Extensive exposure to, and interface with, Executive Management and joint-venture partners, including preparing and recommending business decisions to all levels of management. Well versed in the principles of project governance, delivery, and management, including techniques used to shape and align projects to meet business objectives.

Areas of Expertise & Qualifications:

- Team / Organizational Development
- Project Execution / Delivery Models
- Preparation of Decision Support Packages
- Strategic Planning
- Project Management Systems
- Project Execution Planning
- Project Governance Structures
- Project Controls
- Business Process Mapping
- Project Planning and Scheduling
- Independent Project Reviews and Auditing
- Risk Management
- Accounting
- Management of Joint Venture Projects
- Contract Development & Administration
- Capital Cost and Escalation Estimating
- Information Management
- Claims Avoidance

EDUCATION & MEMBERSHIPS

Memorial University of Newfoundland

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

Professional Engineer, Professional Engineers & Geoscientists of Newfoundland (PEGNL)
Project Management Professional (PMP) Certification, Project Management Institute (PMI)
Registered Member, Association for Advancement of Cost Engineering (AACE) International

EXPERIENCE & ACHIEVEMENTS

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

2007 - PRESENT

Deputy Project Manager, Muskrat Falls and Labrador – Island Transmission Link Projects (Feb 2011 to Current) **Project Services Manager and Acting H&S Manager, Nalcor Energy Lower Churchill Project**

As a member of the management team for this \$6.2B hydroelectric and transmission development project, directly responsible for all strategic planning activities for the project, during its pre-sanction phase in order to ensure capital predictability. Responsible for the development and implementation of: the project team, the processes and tools for project management and governance, project controls, accounting, strategic business planning, cost estimating and project planning, and health and safety functions for the Lower Churchill Project. As Project Services Manager, accountable for all project cost estimates, plans and schedules, risk management, execution and management plans, the development of project governance structures, and project delivery in accordance with Nalcor Energy's Gateway Process.

Project Management Consultant, Various Clients

Assignments include:

- Technical Advisor to Nalcor Energy Oil & Gas for its joint-venture activities including asset acquisition, management, and due-diligence reviews for White Rose North Amethyst and Hebron.
- Strategic planning support to Churchill Falls (Labrador) Corporation in the development of the Long Term Asset Management Plan (until 2041).
- Technical Advisor to Government of Newfoundland & Labrador for negotiations with Vale Inco regarding the development plans for the \$3B Long Harbour Processing Plant.

PETRO-CANADA, ST. JOHN'S, NL

1998 - 2007

Project Services Lead, Terra Nova 2006 Turnaround Terra Nova Services Inc. (October 2005 – March 2007)

As a member of the management team, directly responsible for the development and implementation of: the project team, the processes and tools for project controls, contract administration, document control and IT functions for the this fast-tracked, major 190 day shut-down and dry-docking of the Terra Nova FPSO, which had a project value of nearly \$230M and involved 1.1M person-hours over twelve (12) months duration. Duties included the negotiation and administration of key contracts, establishment of all project management processes, as well as establishing and implementing project planning and control strategies. Successfully mobilized the project services site team to Rotterdam, The Netherlands for execution of the dry-dock phase of the turnaround.

White Rose Asset Lead, Petro-Canada Joint Ventures Petro-Canada East Coast (June 2002 – October 2005)

Responsible for the management of Petro-Canada's interests in the White Rose South Field during the \$2.2B asset development phase (project sanction to start-up). Duties included coordinating overall interfaces with the

Operator for all aspects of the project (wellhead-to-tanker) in order to provide strategic and timely input using a risk-based asset management philosophy. Major contributions included: working with the Operator to implement effective asset governance protocols and practices, the implementation of Petro-Canada's readiness process for key milestone acceptance, the review and approval of nearly \$2B in engineering and construction contracts, the resolution a \$200M+ claim from one of the project's key contractors, and effective collaboration with the Operator to complete the project on time and on budget.

Future Developments & Strategic Technology Co-ordinator, Engineering and Technology

Petro-Canada East Coast (October 2001 – June 2002)

Responsible for leading the future developments and strategic technology functions within the Petro-Canada East Coast business unit. Duties included: establishing a strategic plan for the assessment of technology for future offshore development projects, leading the development and documentation of Petro-Canada's Best Practices for Project Management, coordinating facilities studies for all deepwater and satellite field developments, and co-ordinating all East Coast research and development activities. Also, held the position of Petro-Canada's Facilities Lead for Hebron, during the concept screening and selection phase.

Facilities Engineer, Engineering and Technology

Petro-Canada Offshore Development & Operations (April 2000 – October 2001)

Responsible for providing facilities engineering support to Petro-Canada's activities in the joint venture assets Hebron (concept screening and selection phase) and White Rose (concept screening and selection phase and FEED phase) and the Petro-Canada led deepwater exploration program in the Flemish Pass. Further areas of responsibility included: research and development project coordination, project management of engineering / feasibility studies with various international contractors, and the preparation of capital cost and schedule estimates for project feasibility assessments.

Facilities Engineer, Terra Nova Operations

Petro-Canada Offshore Development & Operations (November 1998 – April 2000)

During the engineering, construction, and pre-operations phases of this \$2.8B Terra Nova offshore oil development project, held the position of Facilities Engineer with the Operations Team. Responsible for developing an asset integrity program for lifting and material handling equipment and providing technical support, during the pre-operations phase, for turret mechanical systems, the riser system, platform availability modelling, ice management, integrity management, flaring, station-keeping / thruster systems, and winterization. Duties also included witnessing construction activities and participating in factory acceptance tests at various international vendor locations. Experience included working closely with the Terra Nova Operations Manager to manage partner, alliance member, and regulator interfaces.

HUSKY OIL, LLOYDMINSTER, AB

1997

Project Engineer, Lloydminster Asphalt Refinery

Working in a 30,000 bpd asphalt refinery, responsibilities included project planning, design, management and construction supervision for numerous mechanical and piping maintenance and upgrade projects throughout the operating facility.

PUBLICATIONS

- Kean, J.R. (2011) *"Improving Project Predictability with the Application of Critical Project Governance Structures"* AACE International, Anaheim.
- Lever, G.V., Kean, J.R. and Muggeridge, K. (2001) *"Terra Nova FPSO on the Grand Banks of Canada"* POAC '01 Conference, Ottawa.
- Ewida, A. and Kean, J. (2001) *"Terra Nova Design Challenges and Operational Integrity Strategy"* 11th Annual ISOPE Conference, Stavenger.
- Lever, G.V., Dunsmore, B. and Kean, J.R. (2001) *"Terra Nova Development: Challenges and Lessons Learned"* Offshore Technology Conference, Houston.
(Recipient of ASME – Authur 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 ISOPE Conference, Seattle.