

From: pathussey@nalcenergy.com
To: ian.hendry@sncclavalin.com
Subject: SNC procurement organization
Date: Wednesday, February 9, 2011 8:03:12 AM

Ian

Based on our discussion yesterday and your comment about people having to deal with me you will have to staff the job as you see fit. I take exception to your comments but so be it. I will do my job for Nalcor and make no apologies. I will be respectful of people but expect SNC to deliver the procurement aspect of this job in a professional manner within schedule and budget. If there are problems with people not performing I look to you to manage this.

I have been receiving some feedback on [REDACTED] and it appears you are right about your thoughts on him (I also have some opinion as well). I think you need to stick to your plan of having him as a senior buyer type looking after maybe the T&G's and not the purchasing manager / supervisor role. If he has a manager role maybe others will not work for him.

In retrospect I think you are going to have a hard time finding people so I want to interview [REDACTED] [REDACTED] for the role you have proposed. I would like to do this in person.

When I reviewed the candidates proposed during the bid stage I advised SNC that the following were acceptable. You need to review their resumes, proposed roles and your intended organization and decide what you want to do. I am leaving it to you. I had some reservations based on their past experience but it appeared SNC were struggling to find people so I had to say they were ok but had doubts.

Procurement Coordinator (C3 and 4) - [REDACTED] (only 1 year with SNC but 20 years with City of Calgary - not sure of his project experience and the way SNC does project procurement - no mega project experience)

Materials Control Lead - [REDACTED] (another City of Calgary person -not sure if you are looking at a lead position for materials) you need to review and decide

Buyer (C3 and 4) - [REDACTED] (you need to review and you decide)

Other folks proposed throughout the bid process and appear to be ok:

Expediting Manager - [REDACTED]

Contracts administrator (C3 and 4) - [REDACTED] - intermediate role

Buyer (C3 and 4) - [REDACTED]

Logistics Manager - [REDACTED] - need to decide if you need this position

Site Materials or Buyer - [REDACTED]

[REDACTED] - his resume shows him to be a contracts administrator but you decide what you want him to do

[REDACTED] talked about [REDACTED] as one of his site contracts coordinators. You may want to review this as well.

If you think [REDACTED] can do a role within your organization you decide.

I would like you to prepare a more detailed organization chart showing your estimated team based on your work in preparing the bid and submit it to me. It doesn't have to be the final organization but should be representative of what you think it will be. I believe the fact SNC got the complete project should allow SNC to optimize the organization proposed in the bid. You must keep in mind that you must find local people to fill some of the roles. We can't have everyone being relocated. What are SNC's recruitment plans?

Can you also advise what is the role of the GPS coordinator (provide a role description. Why do they need to come to St. John's and set up? What are they setting up? I need to understand this before I would sign a PAA.

Can you also advise your availability i.e. other commitments and when you will be on the job full time.



Pat Hussey
Supply Chain Manager
Nalcor Energy - Lower
Churchill Project
t. 709 737-1493 f. 709 737-
1985
e.
PatHussey@nalcenergy.com
w. nalcenergy.com
1.888.576.5454