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**To:** [Bechard, Normand](#)  
**Cc:** [LCP\\_LCG002@nalcenergy.com](mailto:LCP_LCG002@nalcenergy.com); [PF Document Control - Lower Churchill](#); [PHarrington@nalcenergy.com](mailto:PHarrington@nalcenergy.com); [GBennett@nalcenergy.com](mailto:GBennett@nalcenergy.com); [Berjaoui, Mahmoud](#); [Gillis, Nick](#); [Gillis, Jose](#); [Couturier, Francois](#); [Hussain, Afzal](#); [Chausse, Luc](#); [Raydugin, Yuri](#); [Lee, Sean](#); [Colbourne, Brian](#); [Over, Ed](#); [Morrison, Ken](#); [Dominie, Ken](#); [Cumming, Ricardo](#); [GeoffMarshall@nalcenergy.com](mailto:GeoffMarshall@nalcenergy.com); [Hynes, Hilary](#)  
**Subject:** Implementation of PM+ Rec. No. L010-S011-200-170331-00158  
**Date:** Monday, January 23, 2012 1:34:12 PM  
**Attachments:** [L010-S011-200-170331-00158 - Implementation of PM+ \(wo attachment\).pdf](#)  
[pic25200.jpg](#)

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Implementation of PM+  
Rec. No. L010-S011-200-170331-00158

Normand,

Please refer to attached letter (w/o attachment) regarding implementation of PM+. Due to the size of the electronic file, the letter complete with the attachment will be issued via document control.

Regards  
Clarence

(See attached file: L010-S011-200-170331-00158 - Implementation of PM+ (wo attachment).pdf)

(Embedded image moved to Clarence Hewitt  
file: pic25200.jpg) Senior Contract Coordinator (Consultant)  
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January 23, 2012

SNC-Lavalin Inc.  
272 Torbay Road  
St. John's, NL A1A 4E1

Attention: Mr. Normand Bechard

**Subject: Lower Churchill Phase 1 Development  
Agreement LC-G-002  
Engineering, Procurement and Construction Management (EPCM) Services  
Implementation of PM+**

Dear Normand:

SLI's proposal stated that "SNC-Lavalin's PM+ Project Management System will be utilized to monitor and control the work." To that effect, an overview presentation (Attachment 1) of the tool was provided and presented, highlighting its capabilities and project experience, including that PM+ "allows users to access critical information rapidly and effectively, resulting in a highly responsive and practical project management and reporting tool."

Several of Nalcor's core team members have extensively utilized PM+, as SNC Lavalin project staff, on previous projects, and understand and espouse this capability.

We refer to our correspondence no. L010-S011-200-170331-00127, dated 17 November 2011, where we indicated the need to evaluate the functional "Processes, Systems/Tools, People" required to deliver the Project; a core aspect of this review is the usage of PM+. To-date there has been limited implementation of PM+ or the supporting SLI project control procedures (e.g. 3242-E Progress Measurement and 3435-E Earned Value Management). In addition, it is apparent that at the working level the SLI Project organization has limited awareness / experience in either. In short, the utilization of PM+ to any meaningful degree has not occurred to date.

We acknowledge and support SLI's current efforts to implement stronger project controls within the Project organization, coinciding with arrival of Mr. Mahmoud Berjaoui as Project Controls Manager. We are confident that under his leadership, PM+ will be utilized with full awareness, support and engagement of the entire Project Management Team. Mr. Berjaoui

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Mr. Normand Bechard  
SNC-Lavalin Inc.  
January 23, 2012

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has been working intensively with our team to gain alignment on how this should be best achieved. We fully support his collaborative efforts, and fully support an extended assignment for him.

### **PM+ Implementation Plan**

To provide Nalcor with further confidence that full implementation of PM+ will be in place for delivery of the Project, and to ensure that we are fully aligned with usage of the PM+ tool to implement the project controls as outlined in the Agreement, we are requesting Mr. Berjaoui produce and demonstrate a formal implementation plan for PM+. We believe that this will go a long way towards the noted "Processes, Systems/Tools, People" review with respect to the project controls function.

On a final note we believe there is great merit in a "live" demonstration (in the very near future) of an SLI managed project where the full implementation of PM+ is in place. This would serve to solidify Nalcor's confidence that the PM+ tool is able to achieve its marketed capabilities, as well as serve as an opportunity for the experienced Nalcor personnel to potentially add additional value with respect to PM+ usage.

If you have any questions regarding the above, please contact Jason Kean.

Sincerely,



Ron Power  
Project Manager – Generation / Island Link  
JK/jk