

From: [Thon, Scott](#)
To: [Girard, Nicole](#)
Cc: [Card, Robert](#)
Subject: Re: TR: Visit of Ed Martin
Date: Friday, May 17, 2013 1:27:59 PM
Attachments: [image001.jpg](#)

Bob - as you can see we will be out there again in a couple weeks and I want to be in a position to show them what we can bring on the Construction side (being careful not to overpromise) and in combination align the teams on the key risks and common mitigations plans.

Anything you can do to open those doors would be helpful.

Scott

From: Gagné, Bernard (Hydro)
Sent: Friday, May 17, 2013 11:44 AM
To: Girard, Nicole
Cc: Card, Robert; Thon, Scott; Bechard, Normand
Subject: TR: Visit of Ed Martin

Summary for Lower Churchill Project

- 1- Attach is an Executive summary of the issues that need to be resolved between Nalcor and SLI. This was prepared for M. Card visit in St-John's in April but it is still valid information. Also attach, is the MMR for LCP for March (the April version is in preparation for next week).
- 2- Since the visit in April this what is being done to resolve the issues on the project :
 - Org Charts are in preparation in consultation with M&M and I&C to be able to present to Nalcor Delivery Teams for Construction. The main issue is availability of personnel. For example, the Operations Group in I&C is not able to supply personnel because of their own staffing problems for construction personnel. M&M is able to supply some of the personnel needed but cannot supply all the requirements. The same can be said for Global Power.
 - The work on the Org Chart is well advanced and will be presented for comments to SLI Management May 22nd.
 - A Risk Assessment has been made solely by a selected Team of SNC-Lavalin Experts at the request of the SNC-Lavalin Project Director for the Lower Churchill Project. The SNC-Lavalin Risk Team has reviewed the original Risk Register in force on the project. The Risk management system implemented on the LCP did not provide for the quantitative evaluation of Risk exposure, focusing rather on qualitative risk assessment aspects aimed mostly at providing visibility and monitoring of actions supporting Risk mitigation strategies. As such, it did not provide a proper overall-encompassing evaluation and clear picture of the dollar value of each risk and the resulting total risk exposure for the LCP project. The work that has been done in the last weeks is done through the SNC-Lavalin standard management

tool, MOINS – RISC – LESS (based on Dyadem International's Stature platform). It will give a quantitative evaluation (\$).

- The complete draft of the Risk Assessment was submitted last week for comments and this week a Due Diligence is being done under Claude Létourneau supervision.
 - A Team Effectiveness Program under Deloitte supervision and support has been restarted in May with the objectives of defining a working model for an Integrated Projects Team. The first Leadership Team meeting was held yesterday in St-John's.
- 3- A Sponsor Meeting, an initiative also related to the Team Effectiveness Program, including Scott Thon and Gilbert Bennett is scheduled for May 30 and 31st. The Risk Assessment could be presented at that meeting if we have Delivery Teams for Construction to proposed to Nalcor (TBD by Scott Thon).

Hope this give enough for the discussions today.

Regards

Bernard

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SNC-Lavalin Inc. - Hydro Division

De : Girard, Nicole

Envoyé : 17 mai 2013 09:55

À : Thon, Scott

Cc : Gagné, Bernard (Hydro); Bechard, Normand

Objet : Visit of Ed Martin

Scott,

I don't know if you are aware but I would like to inform you that Ed Martin is coming to see Bob for lunch alone as the Minister has cancelled.

Bob wanted to have an update and what we are proposing. I have talked to Bernard (copied) who will get something ready before lunch.

Regards,

Nicole