

From: [Paul Adams](#)
To: [Scott O'Brien](#)
Cc: [Frank Gillespie](#); pauladams@lowerchurchillproject.ca
Subject: additions
Date: Friday, December 8, 2017 5:51:07 AM
Attachments: [.png](#)
[Speaking notes.docx](#)

Some additions to last evening's note (in italics),

Paul

Paul Adams, P.Eng.

Principal & Senior Consultant

Dainneach Consultancy Services Limited

Email padams@dainneach.com

Mobile 709 685 1675

Website www.dainneach.com

The information contained in this e-mail and any attachment is intended solely for the person or entity to which it is addressed and may contain confidential and/or privileged information. Any review, dissemination, copying, printing or other use of this e-mail and any attachment by persons or entities other than the addressee is prohibited. If you have received this e-mail in error, please contact the sender

immediately and delete the material from any computer.



LCP (Scott O'Brien) Discussion Notes – 08 Dec 2017**Scott O'Brien (LCP)/Daniel Carrier (AH), 0930NST**

- 1.0 Attached Organization Charts outline LCP's expectation of support (site and otherwise) to each of the major contracts held by AH on the Muskrat Falls Project
- 2.0 Charts are separate, as it is LCP's expectation that, in keeping with AH's contractual obligation, each contract will have separate support and management groups
- 3.0 Charts for CH0030 & CH0032 are similar and provide full coverage, back-to-back, for each and all, of the positions indicated
- 4.0 Some positions (those indicated in yellow) are day shift coverage only, night shift coverage is indicated in blue
- 5.0 The positions related to Commissioning/Completions, and Interface are new to AH's contractual obligations wrst CH0032, but have been added by reference in the recent Amendment Document and specific payments tied thereto.
- 6.0 The performance related to Commissioning/Completions is referenced in the contract documents on CH0030, but Interface responsibilities are not. RS advises that this hasn't been a problem to date as Interface and TOP is handled by AH's site management. It is becoming a practiced art.
- 7.0 Project Manager should (at the least) be on MRF site in the absence of the Site Resident Manager. LCP expects that Project Managers would spend 25-50% Of their time on the project site.
- 8.0 At the least, each workforce/area would require "Field" Engineering support, in addition to the Resident Technical Engineer
- 9.0 It is expected that AH provide, in addition to a competent HSE Manager, the required number, by ratio, as outlined in the contract of HSE support/advisor personnel. At least one of these would be expected to have capability to stand-in for the HS&E Manager. This is the most critical area of support in LCP's mind. *The senior role here requires a minimum of 15 years experience.* It is expected that at least four (4) HS&E advisors would be required to support CH0030 and a minimum of two (2) for CH0032. This is a dynamic support area, driven by number of personnel and work faces, and requires constant monitoring to ensure adequate support will be necessary. *Support HS&E roles require a minimum of 6-10 years experience*
- 10.0 It needs to be stressed that all positions require full back-to-back coverage to ensure continuity
- 11.0 More especially on the T&G works it is imperative and LCP's expectation that the Quality Manager's role be held by a senior QA Manger with a minimum of 15 years experience. This is also a fluid area that requires change as the work progresses. *More specifically the overall QA capability*

needs to be comprised of both significant welding expertise and T&G installation experience. It confounds LCP that AH does not have access to this experience from within its 8000-strong group of employees world wide.

- 12.0 Commissioning and Completions requirements are outlined in the sheet attached. I would suggest that mention of the requirement as indicated on the Org Charts might be enough at this point, but with a heads up for AH that we will expect a complete, dedicated team to carry out these roles and remind them of the requirement & payments in the Amending Agreement.
- 13.0 It may be an idea to plant the seed from our discussion wherein you indicated that Manitoba Hydro has asked that we present to them the model under which the MRF project has been executed and that AH has an opportunity to learn through their experience here and perhaps gain a bit of a leg up on the competition for future projects??? That may fall on deaf ears!!
- 14.0 There is ample evidence of the failure of AH's approach to date. It is not inconceivable that, given a continuation, this approach can sink the project. More especially likely if LCP pulls back from what has been to date significant support and intervention with AH.
- 15.0 *LCP has provided AH with reference to several agencies, all quite capable of supplying personnel with the experience and qualifications to fill the roles outlined in the organization charts. It is incumbent on AH to assign person(s) to deal with these agencies and fill the gaps in project organization until LCP's expectations are satisfied.*

PJA/07-Dec-2017