

From: pharrington@nalcorenergy.com
Sent: Wednesday, May 29, 2013 10:07 AM
To: jasonkean@nalcorenergy.com
Subject: Re: SLI - Risk

Jason

I understand - I want to try and get as much value out of JD as I can and stop him complaining up the line-

I want to be able to neutralize this by taking it head on

Paul

	<p>Paul Harrington Project Director LC Mgmt & Support Nalcor Energy - Lower Churchill Project t. 709 737-1907</p> <p>c. 709 682-1460</p> <p>f. 709 737-1985 e. PHarrington@nalcorenergy.com w. nalcorenergy.com 1.888.576.5454</p>
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Jason Kean---05/29/2013 09:57:59 AM---This email communication is confidential and legally privileged. Any unauthorized reproduction, distribution or disclosure of t

From:
Jason Kean/NLHydro

To:
Paul Harrington/NLHydro

Cc:

Gilbert Bennett/NLHydro, Lance Clarke/NLHydro, Brian Crawley/NLHydro

Date:

05/29/2013 09:57 AM

Subject:

Re: SLI - Risk

Paul,

One point of note - SLI did not have access to any data from these sessions.

They only participated in some of it and I provided none of it too them.

Funny thing that JD can make time for working this, but can't maintain the risk register left by the previous incumbent.

That's been one of our struggles to keep the risk process embedded within the team.

Jason

Jason R. Kean, P. Eng., MBA, PMP

Project Solutions Inc.

Ph. (709) [REDACTED]

Sent from my iPhone

On 2013-05-29, at 5:04 AM, "Paul Harrington" <PHarrington@nalcoreenergy.com> wrote:

Gilbert

I met with Normand and JD Tremblay (the SLI Risk person) yesterday and asked for clarification on the SLI risk analysis that was carried out on the project.

It appears that M&M division VP asked for this and the M&M division performed the analysis - it was based on the data from the LCP Risk Workshops that Jason had chaired mid last year . The status is that a draft is with B Gagne and Scott Thon and they may be thinking about providing it to us . I would respectfully decline that offer because of a number of very important factors:-

1 Because the work was based on the same source data that Westney used there is nothing

new here- Risk wise.

2 The risk analysis shows the unmitigated risk and cost result and is not a probabilistic analysis using Monte Carlo sampling techniques - so the results will be subjective in interpretation and will not reflect the mitigations we have implemented or the cost result of the mitigations- i.e the results will be misleading and inaccurate

3 We have had no opportunity to challenge the assumptions or factual accuracy of the input data and we really do not have the time or inclination to do so - we need to focus our efforts and resources on the risks going forward not spend time on some dated, incomplete analysis using techniques which are inferior to those used by Westney

So I recommend we talk to Scott and reassure him that we realize there was no mal intent here however given the above we would prefer if this remained as a draft internal document and not presented to us.

However there is something that we need to work on together and that is to revitalize the risk identification and mitigation efforts within the LCP team. It is now time to assess our current state regarding Risk Management and identify an action plan to get us to the desired state. I have asked JD Tremblay to provide me with that. I know that the LCP team has been very much focussed on dealing with other significant priorities and may not have been able to formally maintain the Risk register however I am also confident that the significant priority work the team is focussed on are indeed the biggest risks facing us and that we are in good shape here and with a little extra effort can catch up without major issue. I will support the Risk effort and lend my authority to Jason and JD Tremblay to help move this forward.

Regards Paul

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