Government of Newfoundland and Labrador

Oversight Protocol for the LCP

Potential information request items to be reviewed with Nalcor

April 2014

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We understand that a full project cost control suite has been developed. We also received indication that Earned Value Management methods may be being used on the project. Given this, we would like to confirm if the following information is maintained and available.

a. Baseline Budget with Basis of Estimate

b. Cost reporting showing: Cost Performance Index (CPI), Budget (Baseline, Change Approved, Change Pending, In Period), Actuals (Incurred -In Period, Cumulative), Estimate To Complete (ETC), Estimate at Complete (EAC), Variance – Period and Cumulative

c. Contingency draw log, report of planned vs. consumed contingency

d. Performance Graphs showing performance, trend and forecast

e. If available, To Complete CPI (TCPI) and Independent Estimate At Complete (IEAC)

f. Project/Contract level cost reporting as above but including: original commitments, approved changes, pending changes, revised commitments, invoiced to date, paid to date, percentage complete and CPI

g. Rolling cash flow (TBD Period) – planned versus actual

h. Log for tracking funding draws

i. Analysis and management corrective actions for variance at the individual line item level

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2. Schedule information request

We understand that a full project schedule control suite has also been put in place. Schedules can provide a rapid and reliable insight on progress versus plan. If Earned Value Management methods are also being used on the project, this may also provide further indication of performance of the program and individual projects.

Given this, we would like to confirm if the following information is maintained and available.

a. Basis of Schedule and/or Assumptions

b. Updated Gantt Charts (at level 1 to 4) including with critical path, baseline, float, % complete, actual/forecast start, actual/forecast end date (a full spec of configuration of the report type will be brought for our discussions)

c. Schedule milestone report showing Baseline Finish, Actual/Forecast Finish, Schedule Performance Index, Variance

d. Performance graph showing schedule performance, trend and forecast end date

e. Top 10 Critical Items and +Float

f. Schedule Specification used to guide teams in the creation of schedule

g. Predecessor/Successor report (if used)

h. Analysis and management corrective action (at individual line item level)

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3. Other supporting information request

CIMFP Exhibit P-03287

The following additional information provides corroborating support and insight on the projects, their performance and risks. In addition, it will assist the Oversight Committee in:

a)   Understanding the project structure as well as management processes and controls being used, and

b)   Knowing where it may place further reliance on Nalcor's own management and assurance functions.

Given this, we would also appreciate confirming access to the following (or their equivalents).

i.   Standard project monthly progress report (including Health & Safety, Environment, Community/Stakeholder, Scope & Change, Cost, Schedule, Quality, Risk and Contract reports)

ii.   Resource profiles and graphs/histograms (planned versus actual/forecast)

iii. Project Work Breakdown Structure (WBS) and dictionary

iv.   Project policies and procedures (Project Management Plan, Project Execution Plan, other processes)

v.   Project execution and contracting strategy

vi.   Project risk register

vii. Change order log

viii. Claims log

ix.   Liens register

x.   Project assurance plan(s) – including internal audit and third party assurance

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