From: Richard Noble
To: David Steele
Subject: RE: IPS and Level 3
Date: Thursday, July 24, 2014 5:02:00 PM

Great minds… I sent a similar-ish email

Craig is still caught between rock and hard place… Gilbert/Paul will say "Do YOU really think you need this detail"… and Craig will no be in a position to say much more than "I dunno".

I need to be along side him… I offered… he didn't take.

The list now at least helps him differentiate between what was produced by IPS and what is required for analysis.

Cheers,

R

From: David Steele
Sent: July-24-14 3:25 PM
To: Richard Noble
Subject: RE: IPS and Level 3

Can you follow up with this same context to Craig? I think it would be helpful for him to understand.

Regards,

Dave

David Steele | Partner | Advisory Services

Ernst & Young LLP
Cell: +1 709 769 2080 | David.Steele@ca.ey.com

From: Richard Noble
Sent: July-24-14 4:53 PM
To: David Steele
Subject: FW: IPS and Level 3

I fully appreciate this looks detailed… but practically… it's very standard stuff and genuinely makes analysis relatively rapid.

While stressing the need to get this information… the set up only takes an hour or two… and then requires just a couple of button presses each month to produce.

It really does allow effective analysis, not just knee jerk reaction and false alerts… and this is huge time saver (and a reduction of headaches for Nalcor).

We really need to stand by this… Schedule was key focus for the OC… to limit to the IPS will make the OC just a pipe/flow through. (Value added slim to nil)

Cheers,

R

From: Richard Noble
Sent: July-24-14 2:51 PM
To: Martin, Craig (CMartin@gov.nl.ca)
Cc: David Steele
Subject: IPS and Level 3

Dear Craig,

Nalcor did show us a report with schedule content including summary Gantt charts and also progress curves, critical path and sub-critical path/float analysis. This we understood to be the IPS report. Indeed, this would be helpful and we have asked for that information.

However, in order to efficiently and effectively perform the analysis on the schedules and in order to perform other cross correlation activities, we recommended obtaining level 3 (LCP Program) and level 4 (Contractor/WP) information in a format that was to be specified. This more comprehensive set of information under pins what is conventionally captured in P6 (and is more than what I believe we saw in the IPS).

1 Preferably legal size pages or larger and single sided.

2. Following columns with text data

- WBS ID
- Activity ID
- Activity Name
- Original Duration
- Current Duration
- Dependencies
- Early Start
- Late Start
- Actual Start
- Early Finish
- Late Finish
- Actual Finish
- Total Float

- Physical % Complete
- Activity % Complete

3. The following shown on the Gantt bar chart section

- Activity duration (showing actual/forecast start and finish)
- Baseline duration, (implicitly also showing baseline start and finish)
- % Complete
- Current data date
- Critical Path

4. This should show roll ups, task/activities and interface points milestones.

This will allow us to analyze schedule and reporting not only for accuracy/consistency of data but also ensuring consistent with variances/issues and risks. It will also allow us cross correlate with scope and cost information, resource/materials/equipment profiles etc

We discussed this with Ed Busch at the time. Indeed, this is not an unusual request for project review and analysis by project scheduler/controls specialist.

He confirmed that producing the schedules in this format (with some other special formatting requirements best done sat shoulder to shoulder) and that this required a limited amount of set up time. They could indeed also slice/roll up/colour code the information by work package, contract, area etc. Once this was set up, this would then be simply produced on a monthly basis.

Once this information is produced in this format, the analysis and cross correlation is actually relatively rapid. It also helps prevent "false alarms" and an understanding of the materiality of any issues that is raised… this is very much part of the objectives.

Hope this helps with the discussion.

Very best regards,

Richard