

From: [Emiliano Mancini](#)
To: CMartin@gov.nl.ca
Cc: [David Steele](#); [Richard Noble](#)
Subject: FW: Workplan - update
Date: Wednesday, March 11, 2015 2:15:45 PM
Attachments: [ATT00004.jpg](#)
[image001.png](#)

Dear Craig,

Please find below an update on my meetings with Nalcor Internal Audit this week:

- I'm working with IA to finalize the cost/schedule management audit workplan as well as the data request listing.
- Relevant IA inputs will be incorporated into our workplan. I'm working closely with IA to ensure alignment and avoid any duplication.
- Alison Ball (Nalcor audit representative) offered to take part to the audit interviews and support as needed.
- Nalcor requested to review the draft of the workplan and the approach of the review prior to submission to the Oversight Committee. A meeting has been scheduled for tomorrow afternoon to go through this. Richard and I will attend, Nalcor's project director, project control manager and IA representatives have also been invited.
- More data have been posted in the data room, including Project Execution Plan, Project Controls Management Plan and Monthly Progress Report for the month of December 2014

Early next week, I should be able to send you the draft version of the workplan and data request listing for your review / approval.

Hope this works.

Thank you.

Regards,



Emiliano Mancini | Manager | Advisory Services

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From: MBradbury@nalcoreenergy.com [<mailto:MBradbury@nalcoreenergy.com>]
Sent: Thursday, March 05, 2015 11:52 AM
To: David Steele
Cc: alisonball@nalcoreenergy.com; Martin, Craig; DouglasWoodford@nalcoreenergy.com; Emiliano Mancini; Richard Noble
Subject: RE: Workplan

Hi David

Sounds like a plan. Our representative on this file will be Alison Ball. Alison reports to our Audit Lead - Projects & Compliance, Doug Woodford. For your information, I will place in the Dataroom a summary of the individual profiles for each of our Nalcor LCP Internal Audit team members. This will hopefully introduce you and your team to them, as well as provide you with a better sense of their respective roles.

I would suggest that Emiliano communicate directly with Alison in setting up the meetings for next week. I have copied her on this communication. Phone contact information for Doug and Alison is as follows:

Doug Woodford - 709-737-1235

Alison Ball - 709-570-5963

Mark



Mark Bradbury
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You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?

From: David Steele <david.steele@ca.ey.com>
To: "MBradbury@nalcoreenergy.com" <MBradbury@nalcoreenergy.com>
Cc: "Martin, Craig" <CMartin@gov.nl.ca>, Emiliano Mancini <emiliano.mancini@ca.ey.com>, Richard Noble <richard.noble@ca.ey.com>, "DouglasWoodford@nalcoreenergy.com" <DouglasWoodford@nalcoreenergy.com>,

"alisonball@nalcenergy.com" <alisonball@nalcenergy.com>

Date: 03/04/2015 04:45 PM
Subject: RE: Workplan

Mark,

Thanks for your input. We are really looking forward to working together on this joint initiative.

I suggest that we get Emiliano on site with your IA representative together Monday of next week to finalize the workplan and the document request listing. Then, once a draft is complete, a review meeting can be called between you, Richard and Craig for approval. Of course there will be others who will review and approve, but at least we can align first and then step forward together. Please let me know if next week can work, and we can then work on logistics.

A few responses to your questions:

- Yes on the collaboration/ team assignment of an IA member, we look forward to it
- Good suggestion on the "workplan focus areas" title
- The standards forming the basis for the review would be PMBOK. There is flexibility on the application of PMBOK, so there is a need to work with Project Controls to understand their process choices and application.
- The points on 1.6, I will leave that to Emiliano and Richard to respond/explain. We can also discuss that next week.

Regards,

Dave

David Steele | Partner | Advisory Services

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From: MBradbury@nalcenergy.com [<mailto:MBradbury@nalcenergy.com>]

Sent: Wednesday, March 04, 2015 2:11 PM

To: David Steele

Cc: Martin, Craig; Emiliano Mancini; Richard Noble; DouglasWoodford@nalcenergy.com; alisonball@nalcenergy.com

Subject: Re: Workplan

Hi David

Thanks for the opportunity to review this.

We have done a comparison of the areas you have listed to the audit program we had drafted to address Internal Audit's originally planned scope of work for Project Controls and are satisfied that we have audit program steps that relate to each area you have identified in your

list. In other words, there are a number of consistencies in our planned areas of focus.

I hope I am correct in saying that it had been agreed that a representative of Nalcor Internal Audit would act as a member of your review team? Assuming that your next step is to construct a list of review program steps that focus on the areas you have identified, I think it advisable that our respective teams work together in developing that program; this seems particularly true given the fact that we have identified considerable overlap between the focus areas you have identified and Nalcor Internal Audit's own audit program for Project Controls. I understand that the eventual review program that you are designing would be linked to your previously stated objectives for the review which were:

"to assess the Cost and Schedule management processes and controls at the Muskrat Falls Project against leading practices and standards in project management and control **[NOTE: Nalcor still waiting for these to be defined]** and will be tailored to the Muskrat Falls project and the requirements of the Oversight Committee. This will provide the Oversight Committee with an assessment of the Cost and Schedule management processes and controls being employed by the Nalcor Project Management Team , and the completeness and quality of Cost and Schedule information being provided to the Oversight Committee by Nalcor."

A couple of incidental items:

1. Would it be more correct to title your listing as a listing of "workplan focus areas" as opposed to "workplan objectives"?
2. We did not understand your reference under 1.6 to level 4, 5 & 6. What is that referring to exactly?

Looking forward to hearing from you.

Mark



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You owe it to yourself, and your family, to make it home safely every day. What have you done today so that

nobody gets hurt?

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To: "MBradbury@nalcorenergy.com" <MBradbury@nalcorenergy.com>
Cc: "Martin, Craig" <CMartin@gov.nl.ca>, Richard Noble <richard.noble@ca.ey.com>, Emiliano Mancini <emiliano.mancini@ca.ey.com>
Date: 03/03/2015 04:04 PM
Subject: Workplan

Hello Mark,

Attached are a listing of areas that we would like to include in the upcoming review of cost and schedule management. We welcome your comments and input as we bring this to a final state. We also need to provide you with a documentation request listing in advance of the fieldwork. The team are working on this right now.

It would be good to have a meeting to discuss the attached and next steps. Please let me know your date/time preferences. Thanks Mark.

Regards,

Dave

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