

From: [Emiliano Mancini](#)
To: alisonball@nalcorenergy.com
Cc: DouglasWoodford@nalcorenergy.com; [Richard Noble \(Richard.Noble@ca.ey.com\)](mailto:Richard.Noble@ca.ey.com)
Subject: RE: Cost and Schedule Review Update
Date: Tuesday, May 19, 2015 12:00:00 PM
Attachments: [image001.png](#)
[image002.jpg](#)

Hi Alison,

The interview will be targeted at getting an understanding of how cost and schedule are managed on the program with a specific focus on Paul's role. This is both in leading his team as well as working with other stakeholders at Nalcor. The questions shown below are intended as a framework for the interview. Questions will include:

Overview

- a. What is your role in managing cost and schedule on the program?
- b. How is cost and schedule management organized within your team?
- c. How is reporting and oversight of cost and schedule performed on the program?

Cost Management

- a. Does the cost baseline exist, is it complete and is it maintained?
- b. What information do you use to manage program cost?
- c. How are updates and forecasts developed and reported to/by you?
- d. How are variances managed?
- e. What is the cost contingency/ reserve on the program and how is it managed and reported?
- f. How are decisions made with regards to changes to the baseline?

Schedule Management

- a. Does the schedule baseline exist, is it complete and is it maintained?
- b. What information do you use to manage Schedule?
- c. How are updates and forecasts developed and reported to/by you?
- d. How are variances managed?

- e. What schedule contingency/reserve does the program have and how is it managed and reported?
- f. How are decisions made with regards to changes to the baseline?

Summary, Risks and Opportunities

- a. How is the cost and schedule performance and variances cross correlated with each other?
- b. How are any cost and schedule cross changes correlated with changes to scope and risk
- c. What are the key remaining challenges to achieving the cost and schedule objectives and how are these being addressed?
- d. What are the key remaining challenges in the management of the program and how are these being addressed?
- e. What are opportunities for improvement or that may be capitalized upon to improve the prospects of on time and on budget completion of the program

Thanks.

Regards,



Emiliano Mancini | Manager | Advisory Services

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From: alisonball@nalcoreenergy.com [mailto:alisonball@nalcoreenergy.com]

Sent: Tuesday, May 19, 2015 7:13 AM

To: Emiliano Mancini

Cc: DouglasWoodford@nalcoreenergy.com

Subject: RE: Cost and Schedule Review Update

Hi Emiliano,

Thank you for the email below.

Can you provide further clarification on Paul's agenda?

Regards,

Alison



Alison Ball, CPA, CA
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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: Emiliano Mancini <emiliano.mancini@ca.ey.com>
To: "alisonball@nalcorenergy.com" <alisonball@nalcorenergy.com>
Cc: "DouglasWoodford@nalcorenergy.com" <DouglasWoodford@nalcorenergy.com>
Date: 05/16/2015 04:55 PM
Subject: RE: Cost and Schedule Review Update

Hi Alison

Please see brief agenda for the two meetings next week:

Agenda for Paul's interview:

- Review of key areas related to LCP's Cost and Schedule management processes, reporting and controls
- Risks and Opportunities

Agenda for exit meeting:

- Review of preliminary observations resulting from EY's review
- Next steps

Regards,

Emiliano Mancini | Manager | Advisory Services



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From: alisonball@nalcorenergy.com [<mailto:alisonball@nalcorenergy.com>]
Sent: Friday, May 15, 2015 9:25 AM
To: Emiliano Mancini
Cc: DouglasWoodford@nalcorenergy.com
Subject: Cost and Schedule Review Update

Hi Emiliano,

I wanted to confirm that you have received all outstanding information that was requested?

Would you be able to provide an agenda for the two meetings next week so that I can circulate to Paul today?

Regards,

Alison



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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?