



Fw: Travel Justification for PES and Montpellier P & C FAT
Trina Troke to: Trina Troke

11/23/2016 03:28 PM

Trina L. Troke, P.Eng., PMP
 Deputy Project Manager - HVdc Specialties
PROJECT DELIVERY TEAM
 Lower Churchill Project
 t. 709 778-6627 c. 709 690-4827 f. 709 754-0787
 e. TrinaTroke@lowerchurchillproject.ca
 w. muskratfalls.nalcorenergy.com

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?

----- Forwarded by Trina Troke/NLHydro on 11/23/2016 03:28 PM -----

From: Darren Debourke/NLHydro
 To: Greg Fleming/NLHydro@NLHYDRO
 Date: 11/23/2016 08:15 AM
 Subject: Re: Travel Justification for PES and Montpellier P & C FAT

Greg,

I think your missing the big picture on the purpose and value of this visit . This is about Sr. Leadership setting expectations and meeting with GE 's Sr. Representatives for alignment on priorities and commitment of resources to ensure deadlines are achieved . We already have engineers on the ground working the details and that will continue . Local inspectors do not have the ownership / accountability and therefore their value is limited .

Regards,

Darren DeBourke
 Project Manager - HVdc Specialties
PROJECT DELIVERY TEAM
 Lower Churchill Project
 t. 709 570-5970 c. 709-746-9837 f. 709-754-0787
 e. DarrenDeBourke@lowerchurchillproject.ca

Greg Fleming

From: Greg Fleming/NLHydro To: Darren Debou...

11/23/2016 07:26:37 AM

From: Greg Fleming/NLHydro
 To: Darren Debourke/NLHydro@nlhydro
 Date: 11/23/2016 07:26 AM
 Subject: Re: Travel Justification for PES and Montpellier P & C FAT

Darren,

While I agree with increasing surveillance in these areas, I would suggest Trina and the respective scope responsible engineers are deployed, such that all the C3 PM isn't out of the office together. I would also recommend having the lead engineer remain behind in Stafford for a period of time to ensure actions are being carried out. We can supplement this with a local inspector to help as well.

Regards,
Greg

Greg Fleming
Project Director - Transmission
PROJECT DELIVERY TEAM
Lower Churchill Project
t. [709 737-4214](tel:7097374214) c. [709 699-8796](tel:7096998796)
e. GregFleming@lowerchurchillproject.ca
w. musktratfalls.nalcorenergy.com

On Nov 22, 2016, at 2:28 PM, Darren Debourke <DarrenDebourke@lowerchurchillproject.ca> wrote:

Hello Greg,

The CD0501/CD0502 schedule workshop we structured and participated in last week at GE's office in La Prairie was productive and, while there is still plenty of work to be done, it actually went better than we expected. The workshop also served to further validate my concerns that our key risk exposures are related to the protection and controls scope (for both packages) and related to the HVdc scope of work being executed at GE's office (PES) in Stafford for CD0501.

I am recommending that Trina and I travel this week to GE 's Montpellier office, where much of the protection and controls work is being done. I'd like for her and I to have the opportunity to assess the risks first hand, directly with the team actually executing the work, and to ensure we are implementing all possible risk mitigation measures for this critical scope. I suggest that we travel this Saturday in order to be in the Montpellier office first thing Monday am. The timing should work well, given that our own P&C Engineering Lead (Ricardo Quijada) will also be at Montpellier at that time working through some engineering issues as well as participating in the FAT for a portion of the P&C equipment.

From there, I recommend that Trina and I travel to the UK to be in GE 's Stafford office (PES) on Wednesday morning and return home on Friday. The Stafford office is responsible for integrating the P&C scope as well as for much of the engineering and procurement associated with the CD0501 HVdc package. We have been struggling to

gain visibility on the work being performed at Stafford , particularly as it relates to procurement. Again, I feel it is important and timely for Trina and I to get over there to assess the risks first hand and to take action to ensure that this scope will be delivered as required to support construction , and ultimately the timely completion of the project.

I expect that in the near future we will also have to visit some of GE 's key equipment manufacturers / suppliers, due to ongoing technical / quality issues and concerns around expected delivery dates. I will provide specifics on this once we have assessed the latest information from GE and gain more intelligence from our PES visit .

Please confirm your alignment with this approach , so that I can have Kathy promptly make the necessary travel arrangements. Please note that this will also require John 's approval, as it is international travel.

Any questions please let me know .

Thanks,

Darren DeBourke

Project Manager - HVdc Specialties

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 570-5970 c. 709-746-9837 f. 709-754-0787

e. DarrenDeBourke@lowerchurchillproject.ca



Fw: Travel Justification for PES and Montpellier P &C FAT
Trina Troke to: Trina Troke

11/30/2016 09:00 AM

Trina L. Troke, P.Eng., PMP
Deputy Project Manager - HVdc Specialties
PROJECT DELIVERY TEAM
Lower Churchill Project
t. 709 778-6627 c. 709 690-4827 f. 709 754-0787
e. TrinaTroke@lowerchurchillproject.ca
w. muskratfalls.nalcorenergy.com

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----- Forwarded by Trina Troke/NLHydro on 11/30/2016 09:00 AM -----

From: Darren Debourke/NLHydro
To: Greg Fleming/NLHydro@NLHYDRO
Cc: Trina Troke/NLHydro@NLHYDRO
Date: 11/25/2016 03:53 PM
Subject: Re: Travel Justification for PES and Montpellier P&C FAT

Greg,

I am deeply concerned by this situation and feel obligated to document such .

I requested travel authorization to personally investigate specific concerns and key risk areas related to our EPC contractor's performance. However, you instead recommended sending engineers to do my job of Project Manager. In your most recent email to Trina (attached), you indicated that the management assessment I proposed to complete should instead be performed by Dawn Layden and Ann Evans. I would like to point out:

- Dawn Layden, Deputy Manager RFO, is away on maternity leave, since late fall 2015. She is not scheduled to return to work until 19-Dec-2016! I am simply dumbfounded of the suggestion.
- Ann Evans, Sr. Electrical Engineer, had already travelled to Stafford on 15-Oct-2016 and, in fact, spent four continuous weeks at GE's PES office there. She just returned to our Torbay Road office last Monday, 14-Nov-2016.
- We currently have engineers working at both Stafford (Ali Dariani, Sr. Electrical Engineer, since 14-Nov-2016) and Montpellier (Ricardo Quijada, P&C Engineering Lead).
- You indicated that it was appropriate for Trina to do this work , but not for me.

Unlike both Dawn and Ann, I have first hand knowledge of, and complete history with, the CD0501 (HVdc Converter Stations and Transition Compounds) Contract. More importantly, I have accountability for delivering this scope! The proposed visit was not intended to be about technical/design details. It is about prudent project management and risk management. It is about me exercising due diligence and about me simply doing my job.

After Her discussion with you on Wednesday morning, Trina relayed to me that She felt you agreed with the need for both myself and Trina to go and that you understood and appreciated both the purpose and urgency for this trip. As I understand you discussed, and as I outlined in my emails below, we have reason to suspect there is schedule risk associated with the work GE is carrying out at both their Stafford and Montpellier offices. Our intent was to visit both locations, perform an assessment of, and better understand, the current situation / plans / processes and resources related to our project, and to then use that information to mitigate the risk of delays to first power.

Unfortunately, as time passes, our ability to influence outcomes in this regard are quickly diminishing. We have missed a key opportunity here.

Regardless, we will continue to mitigate schedule risks as best we can, based on known information. It is apparent from your response, that the unknowns, at Stafford and Montpellier, shall remain as such.



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Regards,

Darren DeBourke

Project Manager - HVdc Specialties

PROJECT DELIVERY TEAM

Lower Churchill Project

t. 709 570-5970 c. 709-746-9837 f. 709-754-0787

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Darren Debourke

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