

**Labrador-Island Link Limited Partnership**

Lower Churchill Project
350 Torbay Road Plaza, Suite No. 2
St. John's, NL
Canada A1A 4E1

LTR-CD0502001-0395

To the attention of Mr. Darren DeBourke

Date: 12-April-2016

O/Ref: LTR-CD0502-AG-LTCLILLP-0171**Y/Ref:** N/A**Agreement No:** CD0502 – AC Substations Construction**Subject:** Contractor Performance & Ongoing Actions – Improvement Plan

Dear Mr. DeBourke,

With reference to Contractor's letter referenced LTR-CD0502-AG-LTCLILLP-0169 dated 24-Mar-2016 and to Senior Contractor Management's email dated 25-Mar-2016, Contractor attaches to the present the complete list of actions resulting from the audits performed by Contractor Group.

This list of actions will be discussed during the Schedule Project Review tentatively planned on 04-May-2016 after the schedule update

Contractor remains at Company's disposal should Company request additional information and/or clarification.

Yours Faithfully,

A handwritten signature in blue ink, appearing to be 'Thierry Martin', written over a horizontal line.

Thierry Martin
LCP Project Director
Encl.: Contractor's List of Actions

Alstom Grid Canada ULC

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La Prairie, Quebec
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LCP Project Planning and Schedule Review

Imagination at work

Engineering - Improvement plan (1/4)

Organization /Staffing

	Description	Who	Completion date
1	Engineering workload plan to be revised and aligned with the updated project schedule. Gap if any to be identify with view at completion.	M. Mariage/ F. Guay/ E. Guimond	18/03
2	Staffing and organization for control to be re-assessed based on last RoE of SWL and DW3	S. Rampurkar	25/03
3	Re-enforcement plan for primary and secondary design to be confirmed	M. Mariage + Slim	18/03

Planning

	Description	Who	Priorities
4	MDL to be synchronized and aligned with revised planning. Updated MDL to be delivered on weekly basis.	M. Mariage	18/03
5	Weekly engineering reporting to be distributed with 3 weeks look ahead. Re-forecasted date to be reviewed and approved for all docs delayed	M. Mariage	14/03
6	Technical interfaces with Customer , still not delivered, shall be integrated in the project planning with	M. Mariage	18/03
7	Release date for RFQ and the delivery date of the equipment supplier design shall be aligned between MDL, planning and sourcing dashboard	E. Guimond/ F. Guay	18/03



Engineering -Improvement plan (2/4)

Method / Process/ Quality

	Description	Who	Priorities
7	Weekly coordination meeting to take place through respectively on 501 and 502 involving BOP, CW, Control, HVDC CoE (Stafford), ...Blocking points, missing input, technical risks shall be identified and reviewed.	E. Guimond / F. Guay	18/03
8	MDL shall be updated on weekly basis. Late docs shall be re-forecasted. 3 weeks look ahead shall be review as well. MDL update shall be provided to project planner for planning update	M. Mariage	18/03
9	For 501, Specific Co-engineering platform to be organized between BOP/CW and HVDC CoE (Stafford) in order to freeze CWGD on DC switchyard, AC filter and transition compound	E. Guimond	10/03
10	Weekly review to be organized between engineering and sourcing. Main focus on RFQ release and on Manufacturing release.	M. Mariage	18/03
11	3D review to be organized by primary BOP/HVDC CoE (Stafford) with Construction team to check erectability and maintainability.	E. Guimond / F. Guay	To be planned



Engineering - Improvement plan (3/4)

Method / Process/ Quality

	Description	Who	Priorities
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16	Design change process using ECN shall be implemented after design freeze performed when IFC documents are released. It shall be applied for CW and EM design.	M. Mariage	Continuous
17	Perform gate review and design freeze when issuing IFC CW dwgs and IFC erection dwgs. The review shall be done according to layout zone breakdown. These gate review shall be identified in the project schedule.	M. Mariage/E. Guimond/ F. Guay	To be scheduled



Engineering Improvement plan (4/4)

Method / Process/ Quality

	Description	Who	Priorities
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20	Define clear roadmap for MEP optimization and prepare list of potential deviations to be reviewed and discused with Customer	M. Mariage	24/03
21	Response time on comments issued by the customer shall be improve. Specific report shall be set-up and response time monitor.	M. Mariage	Continuous
22	Cleaning of the project schedule shall be performed to remove tasks without any " eng. deliverable"	M. Mariage	04/03

EPE support

	Description	Who	Priorities
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Engineering – Focus on Control (1/2)

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2	Dedicated organization chart shall be issued for control including the technical part and PM	S. Rampurkar + PM's	24/03
3	Assessment of workload for FAT preparation, FAT execution and FAT follow-up shall be prepared	S. Rampurkar	18/03
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7	The process/tool used for change management after FAT shall be confirmed with the different parties involved	S. Rampurkar	22/04
8	FAT snag management shall be organized. Tool snag classification	S. Rampurkar	22/04



Engineering – Focus on Control (2/2)

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Construction- Improvement plan.

Organization /Staffing

	Description	Who	Dates
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2	Put in place field engineer from design to address Electromechanical site queries (As it has been done for CW)	T. Martin	25/04/2016
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Planning

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5	Weekly update of the schedule to be organized : Who and when (fixed cut off date),	M. Chery/M.Plantilla	25/03/2016
6	Preliminary completion plan to be delivered to Customer.	F. Lacroux	15/04/2016



Construction- Improvement plan

Method / process/ quality

	Description	Who	Priorities
7	Prepare list of Methods Statements for equipement Erection and follow up of input documents (manufacturer documentation, ...)	A. Tabet	21/03/2016
8	Prepare method statement for equipment erection	A. Tabet	25/04/2016
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12	Trial build to be organized with PES. Construction and subcontractor if possible to be involved	T. Martin/ M. Mariage	29/04/2016
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Construction - Improvement plan

Method, process & quality

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Engineering Improvement plan (4/4)

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Engineering – Focus on Control (2/2)

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Construction- Improvement plan

Method, process & quality

	Description	Who	Dates
21	Organize, between engineering and construction team, constructability and maintainability gate review (per site or areas)	M. Mariage + A. Tabet	15/04/2016
22			
23	Commissioning team to be involved during the integrated control FAT	S. Rampurkar	30/06/2016

EPE support

	Description	Who	Dates
24	Review with Mounzer the CW accelerated schedules and workload	J. Georges	29/03/2016
25	Make a new mission (JG) on site after change in organization	J. Georges	11/04/2016
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27	Monitor remotely progress through weekly reports and calls if necessary	J. Georges	14/03/2016



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Planning- Improvement plan

Organization /Staffing

	Description	Who	Priorities
1	Planning team to be re-organize/ allocate an Engineering Planner and a “deputy Lead Planner”.	I. Konate	01/04/2016
2	Empowerment of Planners within project governance	I. Konate/T. Martin	01/04/2016

Planning

	Description	Who	Priorities
1	Align Planning with Engineering, Procurement and Construction Plans	All Planners	30/04/2016
2	Organize Planning Reviews and get Planning validated from PMs/Function Mgrs and PD. Issue Minutes of Review + Action Plan (as per GE Grid Planning Guidelines)	All Planners	30/04/2016
3	Weekly Update and Planning Analysis Report, for pro-active Project Monitoring	All Planners	01/04/2016





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Engineering -Improvement plan (2/4)

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14			
15	For 501, organize interface review related to the scope of supply between SBC/PES for HV equipment (based on standard interface sheet)	E. Guimond.	08/04
16	Design change process using ECN shall be implemented after design freeze performed when IFC documents are released. It shall be applied for CW and EM design.	M. Mariage	Continuous
17	Perform gate review and design freeze when issuing IFC CW dwgs and IFC erection dwgs. The review shall be done according to layout zone breakdown. These gate review shall be identified in the project schedule.	M. Mariage/E. Guimond/ F. Guay	To be scheduled



Engineering Improvement plan (4/4)

Method / Process/ Quality

	Description	Who	Priorities
18	Consolidated cable list shall be issued for each site. SBC to coordinate this activities. Design freeze planning shall be agreed. Preliminary list shall be issued to allow PO per batches.	M. Mariage	24/03
19			
20	Define clear roadmap for MEP optimization and prepare list of potential deviations to be reviewed and discuseded with Customer	M. Mariage	24/03
21	Response time on comments issued by the customer shall be improve. Specific report shall be set-up and response time monitor.	M. Mariage	Continuous
22	Cleaning of the project schedule shall be performed to remove tasks without any " eng. deliverable"	M. Mariage	04/03

EPE support

	Description	Who	Priorities
23			
24			



Engineering – Focus on Control (1/2)

	Description	Who	Priorities
1	All FAT's shall be integrated within the project planning	S. Rampurkar + PM's	24/03
2	Dedicated organization chart shall be issued for control including the technical part and PM	S. Rampurkar + PM's	24/03
3	Assessment of workload for FAT preparation, FAT execution and FAT follow-up shall be prepared	S. Rampurkar	18/03
4			
5			
6			
7	The process/tool used for change management after FAT shall be confirmed with the different parties involved	S. Rampurkar	22/04
8	FAT snag management shall be organized. Tool snag classification	S. Rampurkar	22/04



Engineering – Focus on Control (2/2)

	Description	Who	Priorities
9			
10			
11	For interlock , return of experience shall be organized with previous project.	S. Rampurkar /E. Guimond	24/04
12	Follow-up of the closing of the system studies shall be organized with HVDC CoE and the customer experts	E. Guimond	18/03



Construction- Improvement plan

Method, process & quality

	Description	Who	Dates
21	Organize, between engineering and construction team, constructability and maintainability gate review (per site or areas)	M. Mariage + A. Tabet	15/04/2016
22			
23	Commissioning team to be involved during the integrated control FAT	S. Rampurkar	30/06/2016

EPE support

	Description	Who	Dates
24	Review with Mounzer the CW accelerated schedules and workload	J. Georges	29/03/2016
25	Make a new mission (JG) on site after change in organization	J. Georges	11/04/2016
26			
27	Monitor remotely progress through weekly reports and calls if necessary	J. Georges	14/03/2016



Construction- Improvement plan

Method, process & quality

	Description	Who	Dates
21	Organize, between engineering and construction team, constructability and maintainability gate review (per site or areas)	M. Mariage + A. Tabet	15/04/2016
22			
23	Commissioning team to be involved during the integrated control FAT	S. Rampurkar	30/06/2016

EPE support

	Description	Who	Dates
24	Review with Mounzer the CW accelerated schedules and workload	J. Georges	29/03/2016
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26			
27	Monitor remotely progress through weekly reports and calls if necessary	J. Georges	14/03/2016



Planning- Improvement plan

Organization /Staffing

	Description	Who	Priorities
1	Planning team to be re-organize/ allocate an Engineering Planner and a “deputy Lead Planner”.	I. Konate	01/04/2016
2	Empowerment of Planners within project governance	I. Konate/T. Martin	01/04/2016

Planning

	Description	Who	Priorities
1	Align Planning with Engineering, Procurement and Construction Plans	All Planners	30/04/2016
2	Organize Planning Reviews and get Planning validated from PMs/Function Mgrs and PD. Issue Minutes of Review + Action Plan (as per GE Grid Planning Guidelines)	All Planners	30/04/2016
3	Weekly Update and Planning Analysis Report, for pro-active Project Monitoring	All Planners	01/04/2016

