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Subject: Re: Management Responsibility and Communication of the Astaldi Package
Date: Wednesday, March 12, 2014 10:15:27 AM

Scott, I sincerely appreciate the response, I believe that clear definition of the management approach is key in assuring a one-team approach an ultimate effective utilization of the Nalcor resources. Thanks!

Desmond Tranquilla
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Scott O'Brien---03/12/2014 10:00:14 AM---From: Scott O'Brien/NLHydro To: Desmond Tranquilla/NLHydro,

From: Scott O'Brien/NLHydro

To: Desmond Tranquilla/NLHydro,

Cc: Scott O'Brien/NLHydro, Ted Vanwyk/NLHydro, Paul Oblender/LCP/NLHydro, Neil Ferguson/NLHydro, Robert Woolgar/NLHydro, Mike Collins/NLHydro

Date: 03/12/2014 10:00 AM

Subject: Re: Management Responsibility and Communication of the Astaldi Package

Des

Our approaches with Astaldi have not changed. We do need to be sure that our collective team efforts are both consistent in messaging and aligned with our mandate.

I will call a meeting for the team on this issue today to establish further clarity with respect to our internal approaches.

Scott

Scott O'Brien
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On Mar 12, 2014, at 8:43 AM, "Desmond Tranquilla"
<DesmondTranquilla@lowerchurchillproject.ca> wrote:

Scott, a few notes on the current management of the Astaldi file:

1.) COMMUNICATION - Astaldi is currently in a state of "flux" and is prone to chaotic management until someone within that organization takes control and provides leadership. I am concerned that as they continue to interface with us at different levels and locations that the management of communication will become inconsistent on our side. I believe we have to be diligent about communication with Astaldi or their chaos may have an affect the Nalcor team, I have already observed this.

2.) LEVEL OF INVOLVEMENT - I am hearing and observing some of our team members wanting to or have already provided *guidance* to components of the Astaldi execution team. Although this may be currently viewed as contributing to the relationship I see liability in doing so as the job matures. If we choose to provide "direction" to the contractor then I believe we need to evaluate the risk in doing so before commencing with such activity. Direction can be perceived in many forms.

3.) REFERRAL OF RESOURCES - A number of our people including myself have forwarded names of individuals of various levels to Astaldi as they continue to struggle with defining their execution team. Astaldi is grateful for the assistance

but I personally have stayed away from forwarding any resumes of senior types, people above the "field supervision" level. Unless directed otherwise I believe Ataldi needs to undertake a significant staffing effort via the agencies and other no different than our organization.

Although we are doing everything we can to encourage and build a strong relationship with Astaldi I believe we need to maintain a degree of professional distance unless directed otherwise from Ron's office. There may be risk in providing or being perceived as affecting their management in the long term. If we believe that this is the way we need to move forward to secure the project then we should meet to discuss before doing so.

Forgive me if my management of this file appears to be apprehensive but we have very little history with Astaldi to reinforce the confidence of getting too close to their operation.

Aside, we believe that the current relationships with Astaldi are all positive and we want to ensure that this continues in the long term.

Scott, I have referenced Ron in this email and will leave it up to you to forward to him as I recommend you seek guidance from him on these topics.

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