

From: jasonkean@lowerchurchillproject.ca
To: ronpower@lowerchurchillproject.ca
Subject: Fw: Meeting in Toronto
Date: Wednesday, September 4, 2013 7:12:27 AM
Attachments: [...png](#)
[...png](#)
[LCP Project Delivery Team Organization Charts - Ed Bush.pdf](#)
[Scope Description - Project Controls Manager.docx](#)

Jason R. Kean, P. Eng., MBA, PMP

Deputy General Project Manager

PROJECT DELIVERY TEAM

Lower Churchill Project

t. **709 737-1321** c. **709 727-9129** f. **709 754-0787**

e. JasonKean@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 Jason Kean/NLHydro on 09/04/2013 07:12 AM -----

From: Jason Kean/NLHydro
To: ebush@pmx.ca,
Cc: Ron Power/NLHydro@NLHydro
Date: 08/21/2013 08:51 AM
Subject: Meeting in Toronto

Ed,

Great to finally meet you last week.

As indicated during our breakfast meeting, Ron and I are very much interested in further dialogue to explore possibilities for PMX to support the LCP via staff augmentation services. In this regard, I am attaching a copy of our current organizational charts (which are constantly under revision) that should provide you with a glimpse into our organization. As you can see, it is quite large, which is reflect of the magnitude of the LCP. I have annotated the charts to reflect where I believe need exists and PMX may have capacity - I suggest that this is something you could give some consideration to in advance of our discussions.

In addition to what is indicated, we are in need of Sr. Contracts Administrators / Managers with EPC contract administration experience, as well as construction management support for

TL construction. However our most pressing need is to find a suitable replacement candidate for the Project Controls Manager. I am attaching a copy of a role description for this position.

Pending confirmation of your interest in pursuing this opportunity, Ron and I would like to meet with you in your Toronto offices. What is your availability for Thursday, 29-August?

Looking forward to moving this opportunity along.

Regards,

Jason



LCP Project Delivery Team Organization Charts - Ed Bush.pdf



Scope Description - Project Controls Manager.docx

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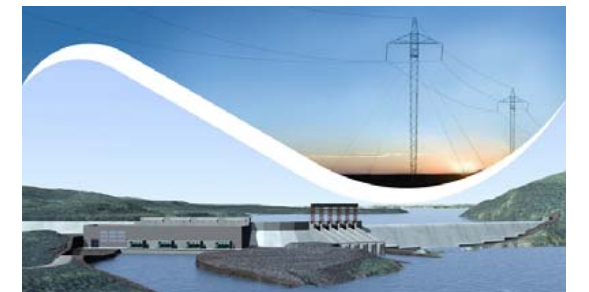
You owe it to yourself, and your family, to make it home safely every day. What have you done today so that nobody gets hurt?



Lower Churchill Project Project Delivery Team Organization Charts Issue Date: 19-Jul-2013

Updates with this issue are noted in yellow shading

Annotated for discussions with Ed Bush - PMX, 20-Aug-2013



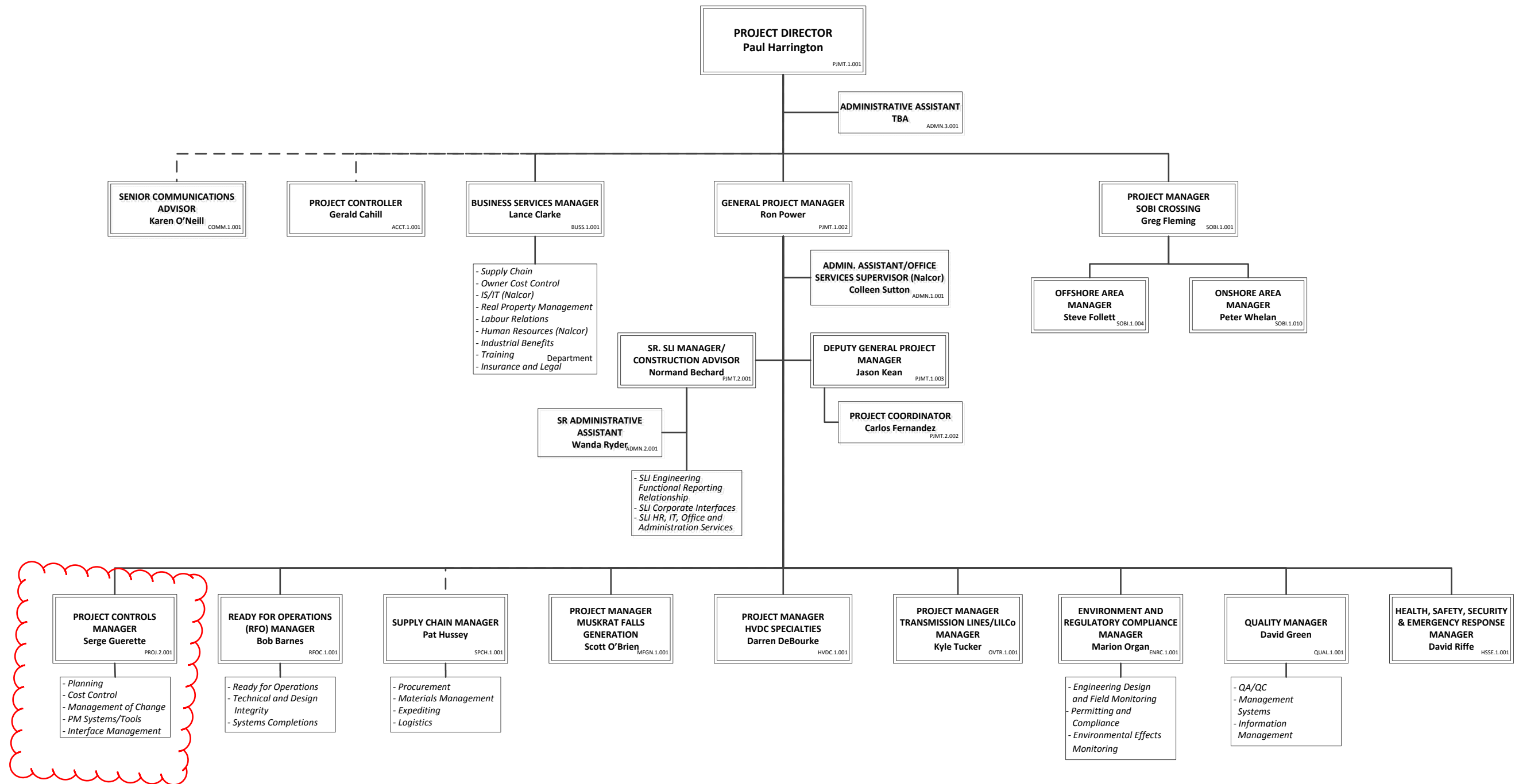
LCP Organization Charts

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Chart LCP1: Integrated Management Team



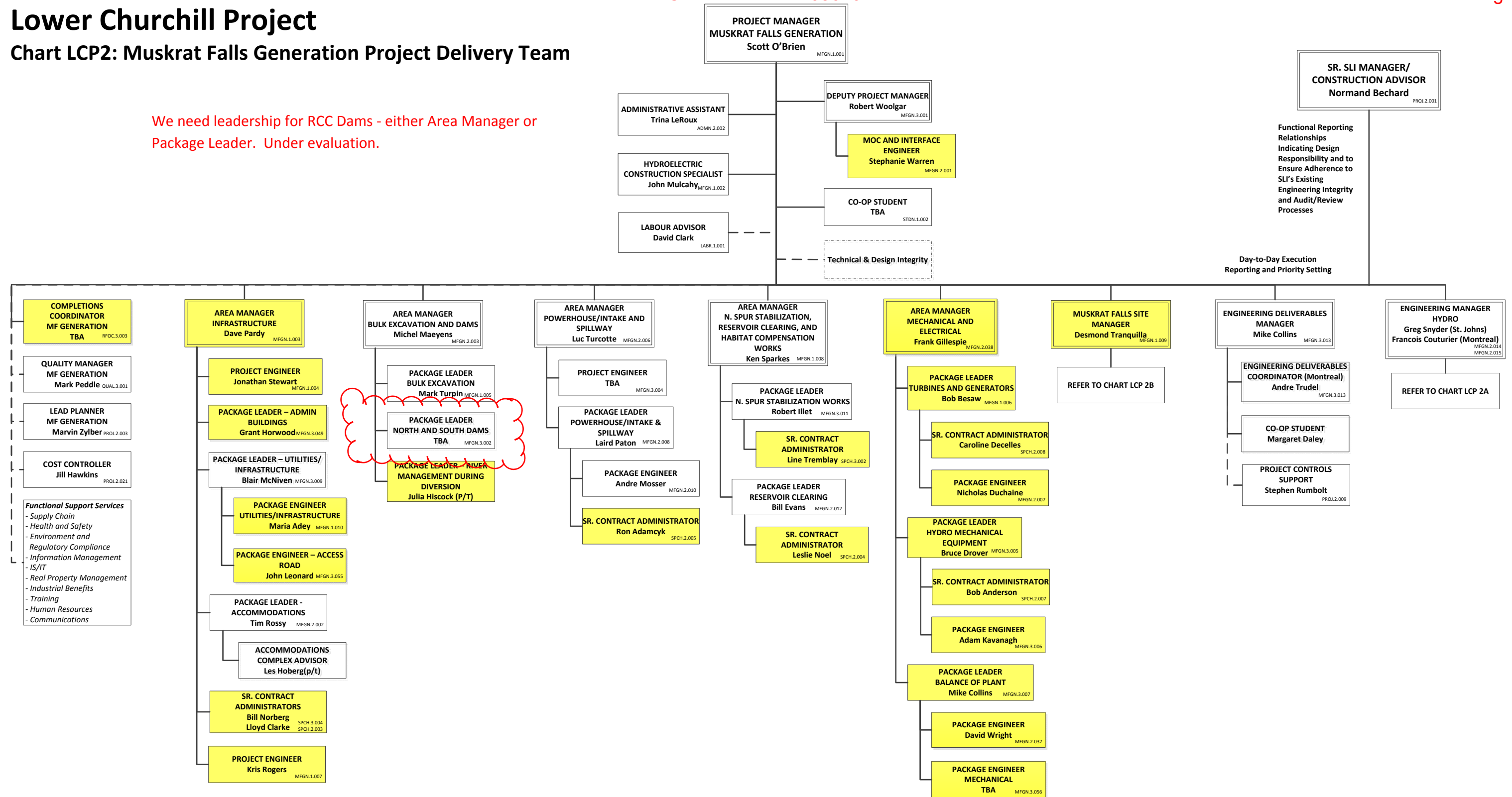
Revised: 25-Jun-2013



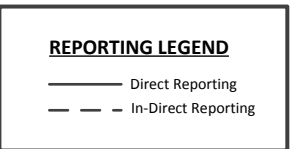
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Chart LCP2: Muskrat Falls Generation Project Delivery Team

We need leadership for RCC Dams - either Area Manager or Package Leader. Under evaluation.

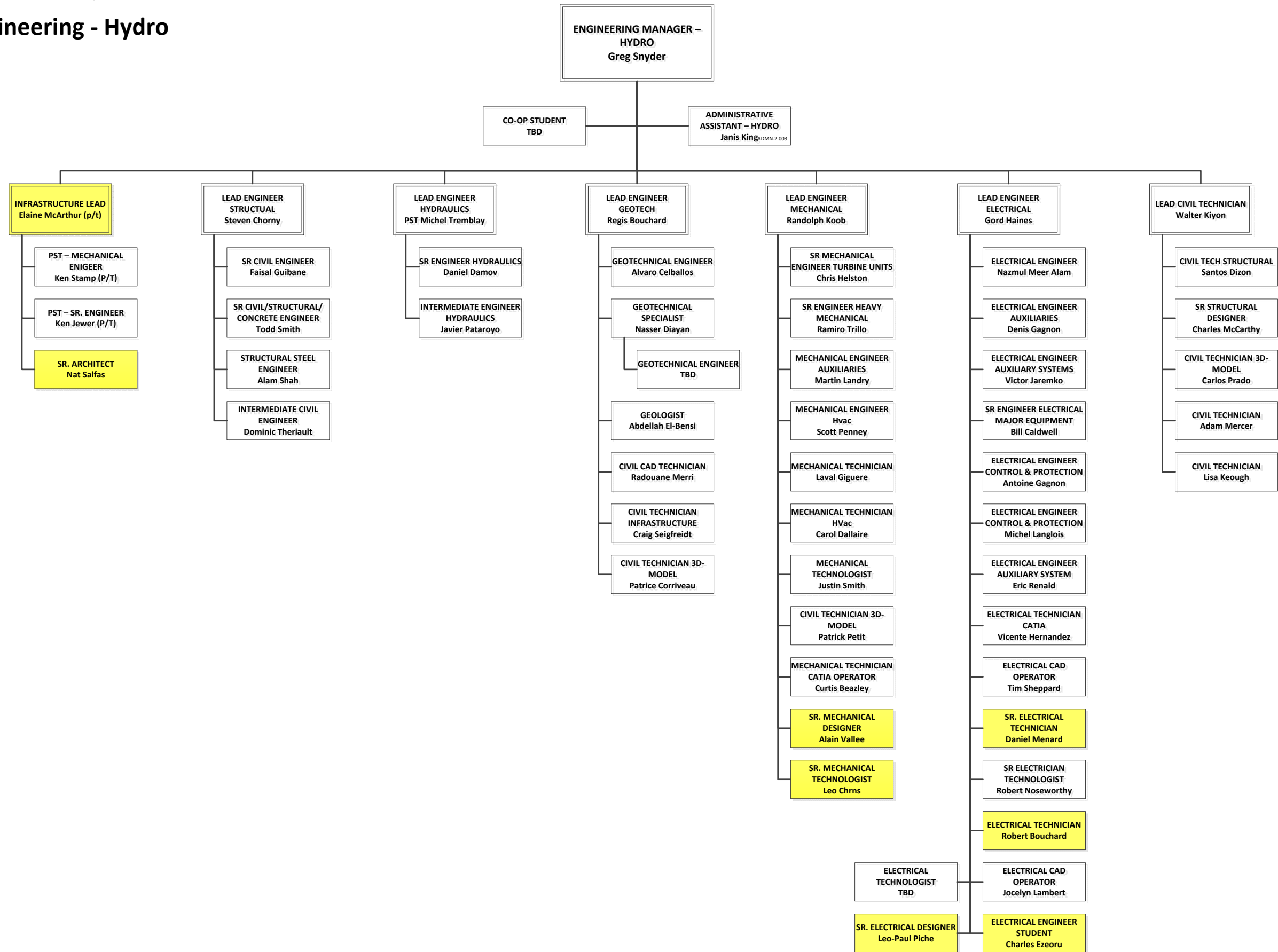


Revised: 17-Jul-2013



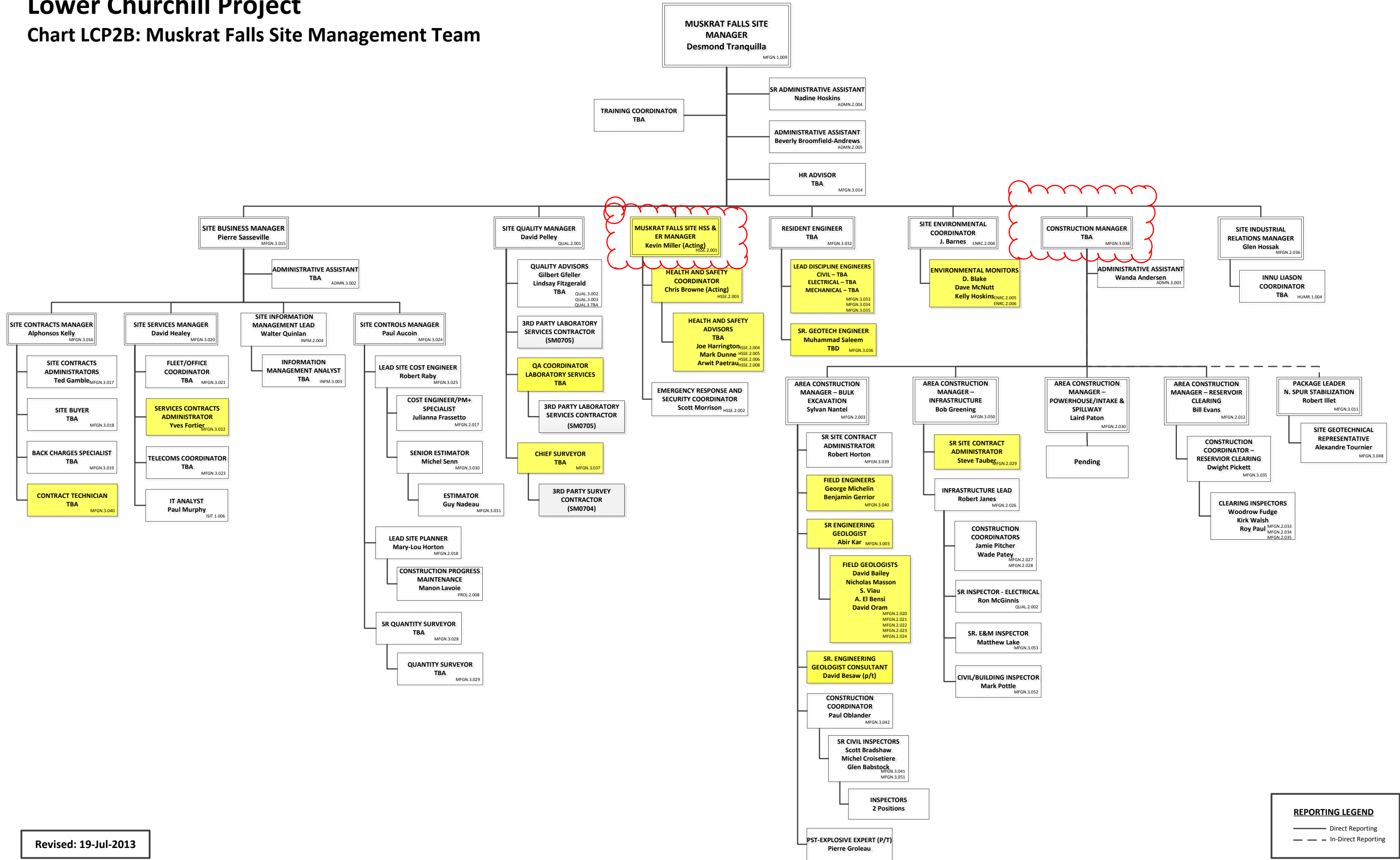
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Chart LCP2A: Engineering - Hydro



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Chart LCP2B: Muskrat Falls Site Management Team



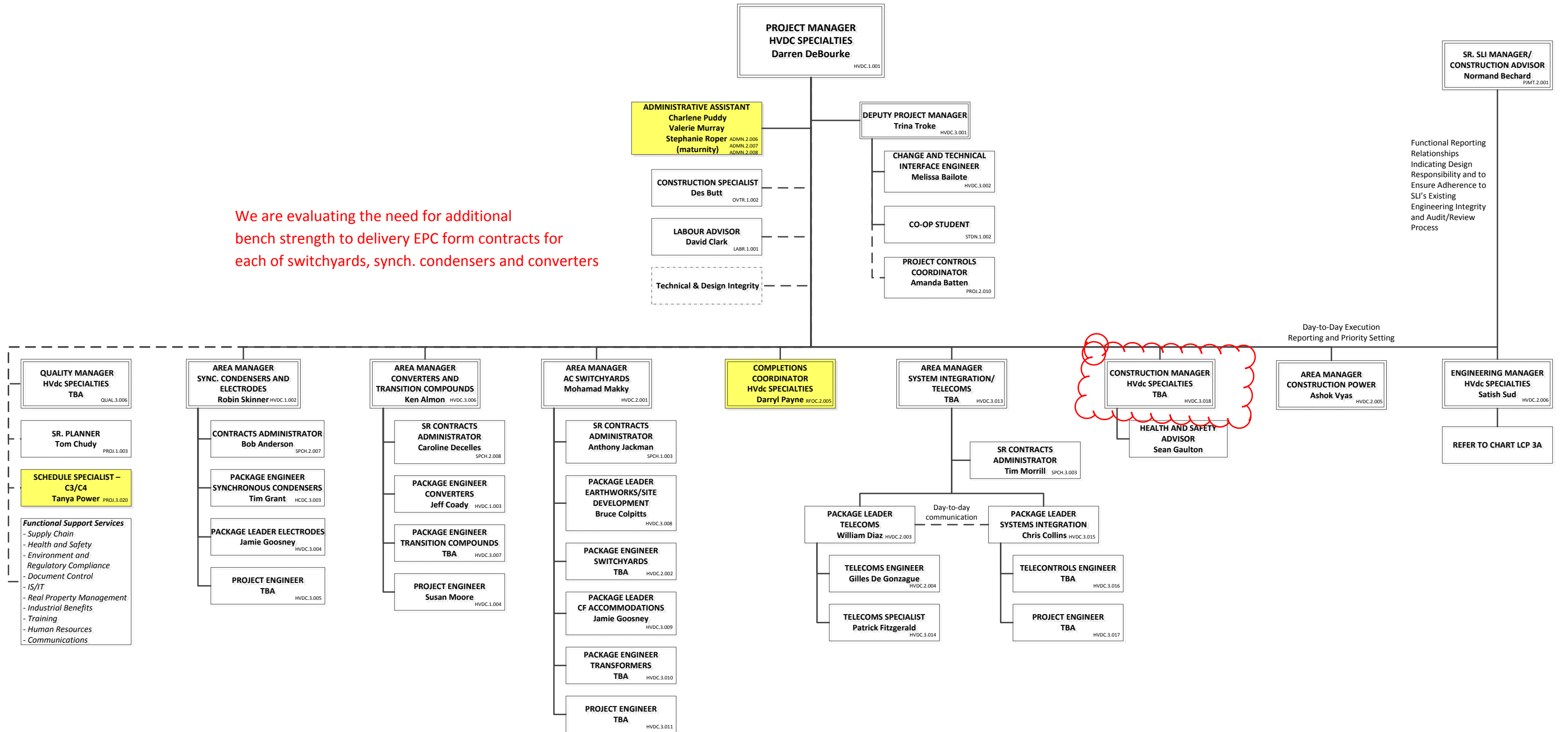
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| REPORTING LEGEND | |
|------------------|---------------------|
| — | Direct Reporting |
| - - - | In-Direct Reporting |

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Chart LCP3: HVdc Specialties Project Delivery Team

We are evaluating the need for additional bench strength to delivery EPC form contracts for each of switchyards, synch. condensers and converters



Revised: 17-Jul-2013

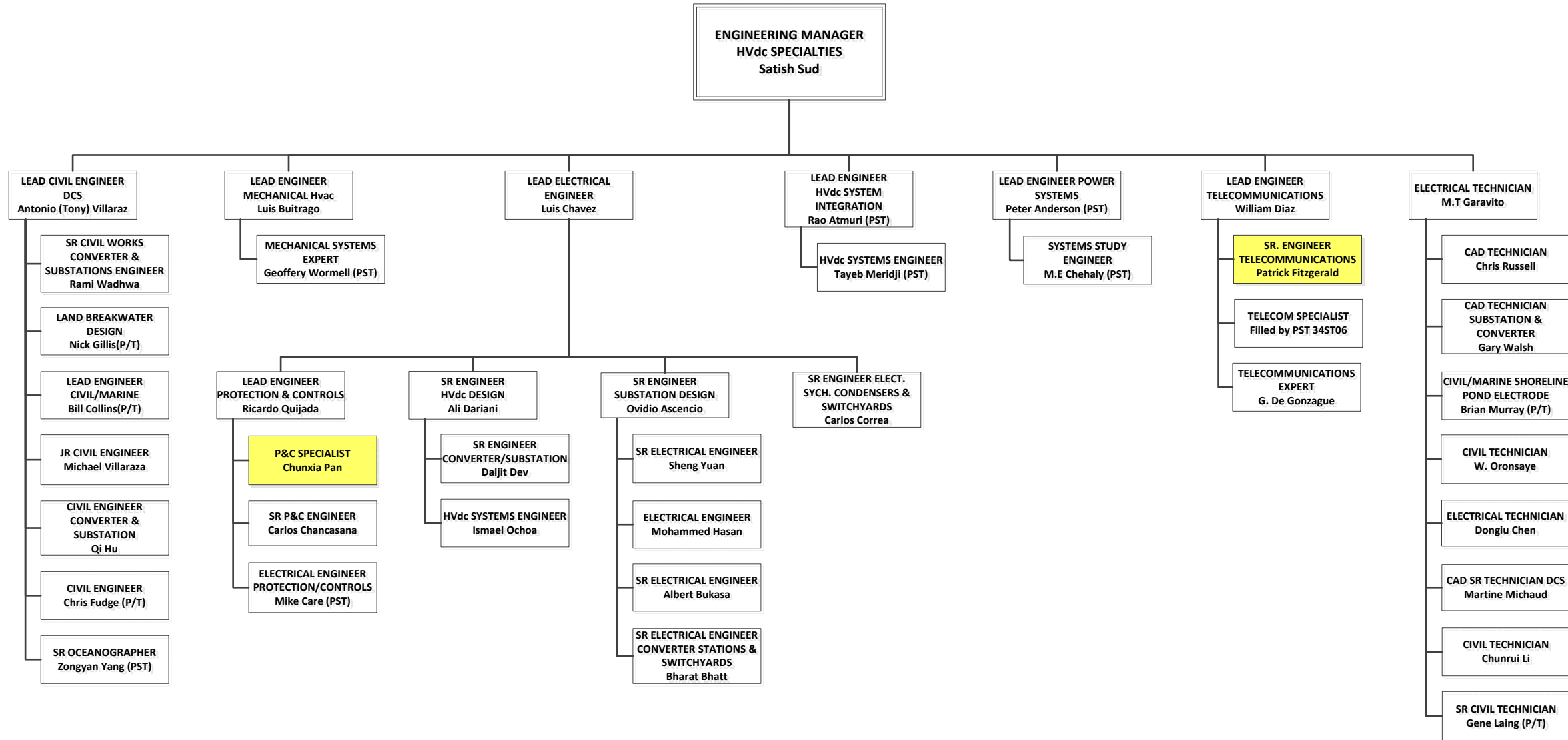
REPORTING LEGEND

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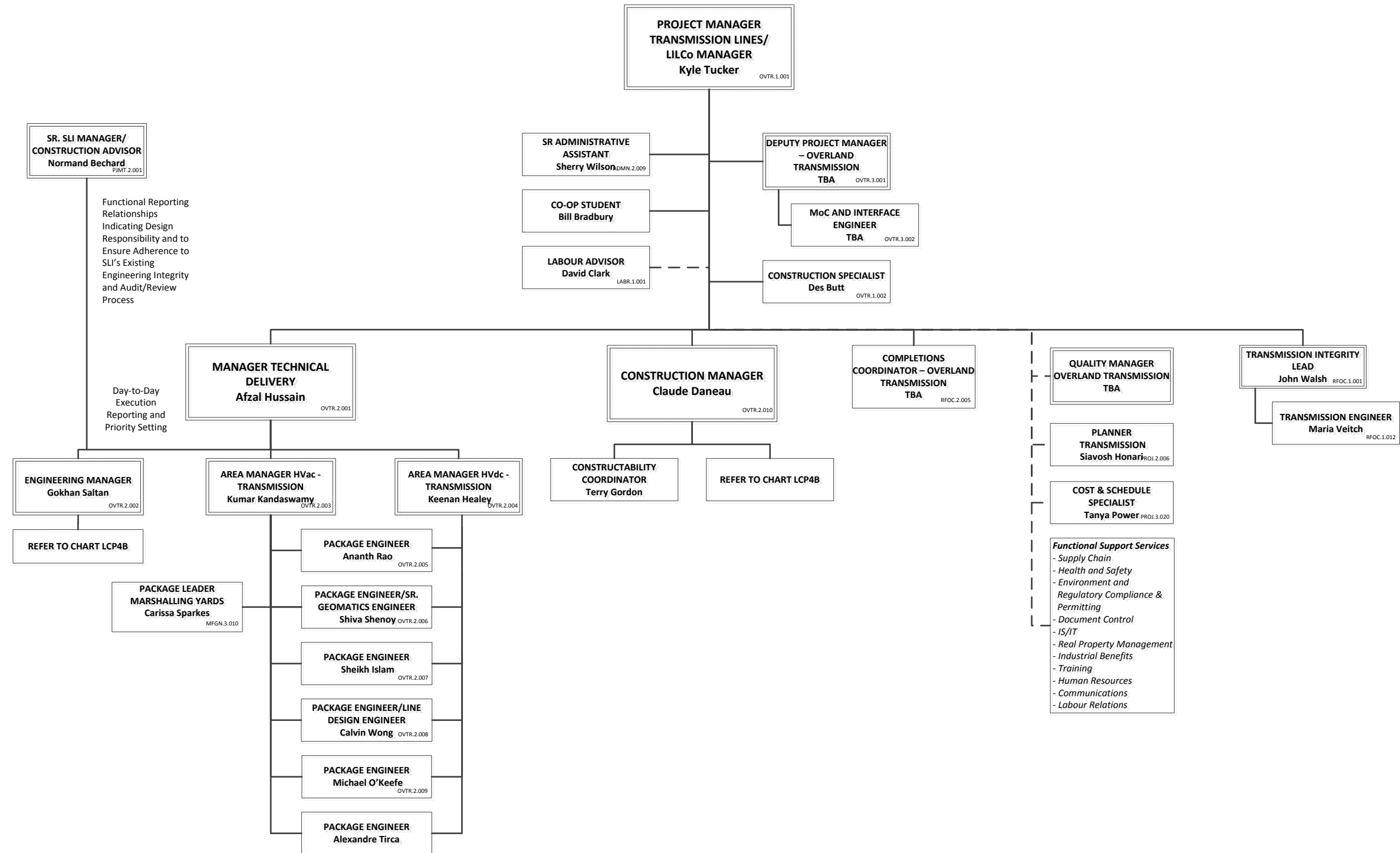
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Chart LCP3A: HVdc Specialties – Engineering Team

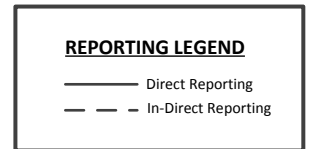


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Chart LCP4: Overland Transmission Project Delivery Team

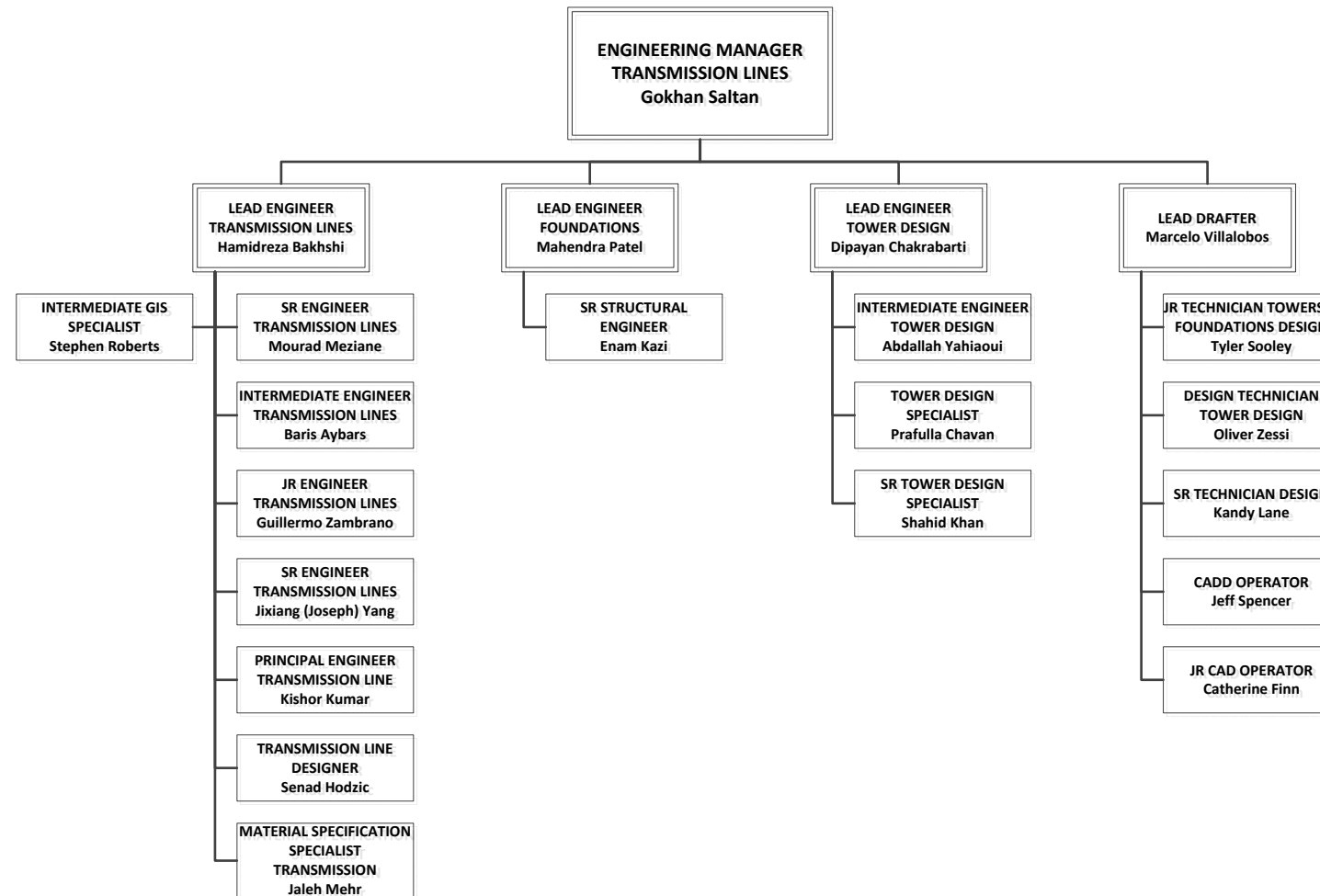


Revised: 10-Jul-2013



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Chart LCP4A: Engineering – Overland Transmission

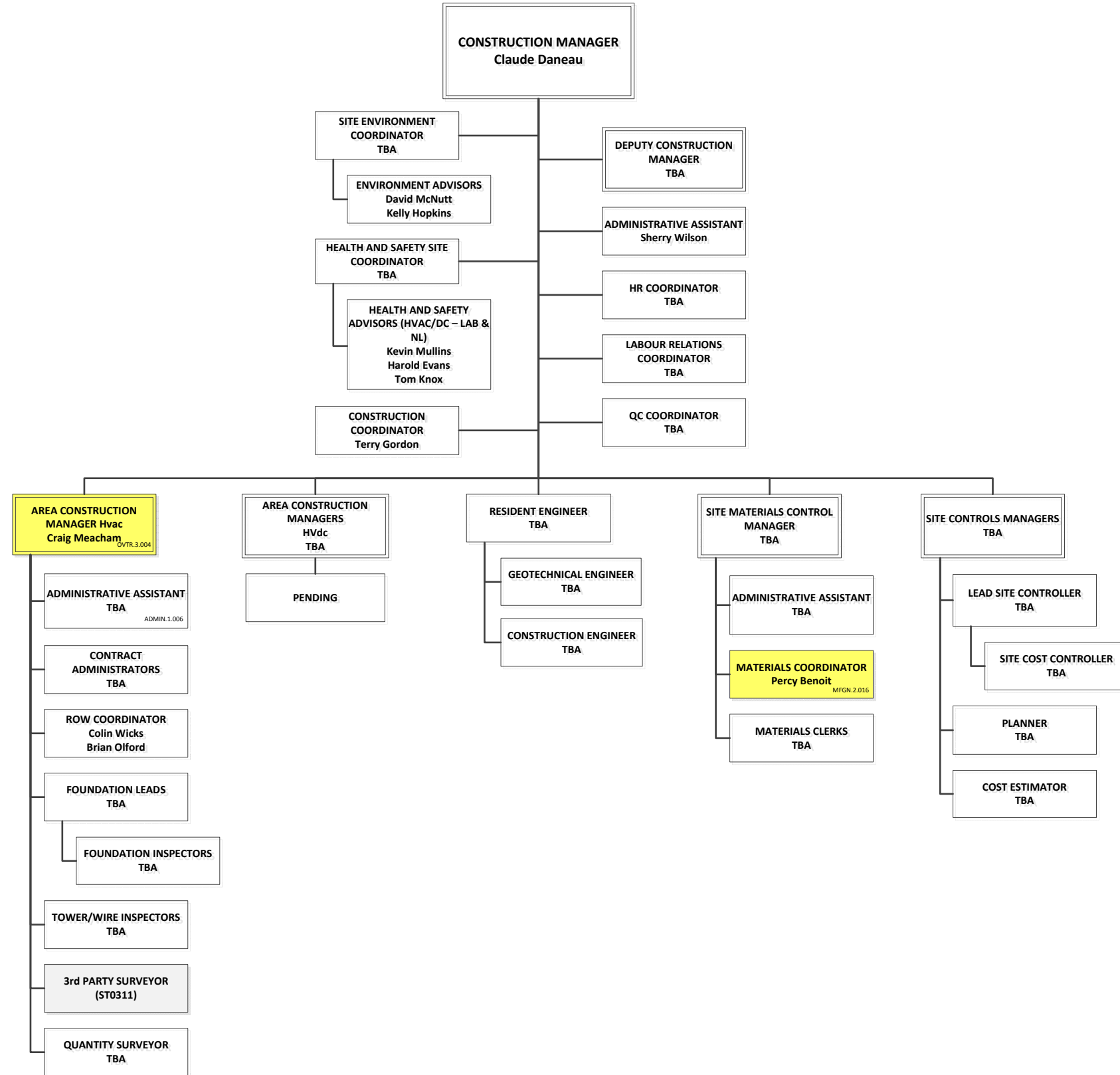


REPORTING LEGEND

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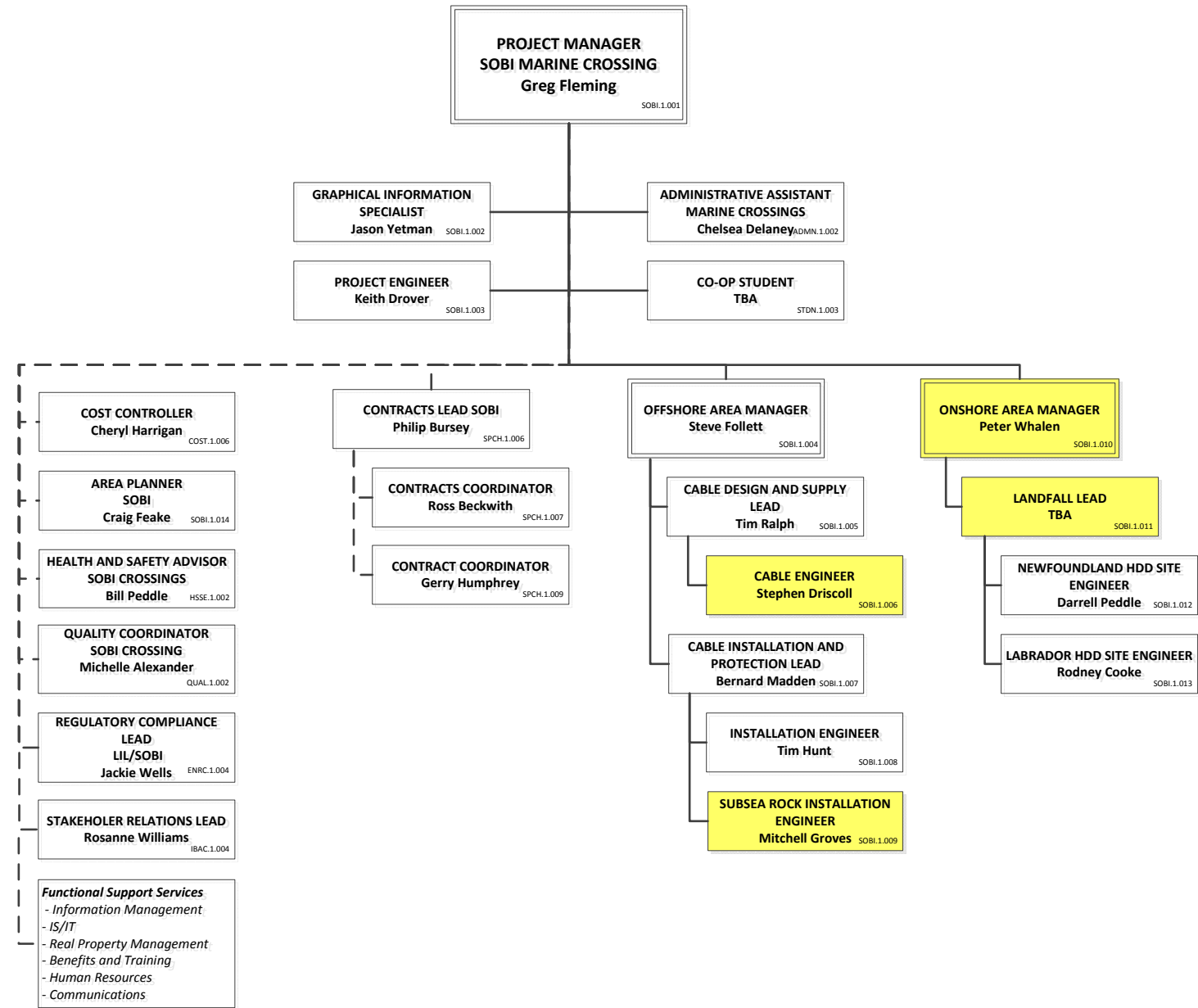
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Chart LCP4B: Overland Transmission Construction Management Team



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Chart LCP5: SOBI Marine Crossing Project Delivery Team

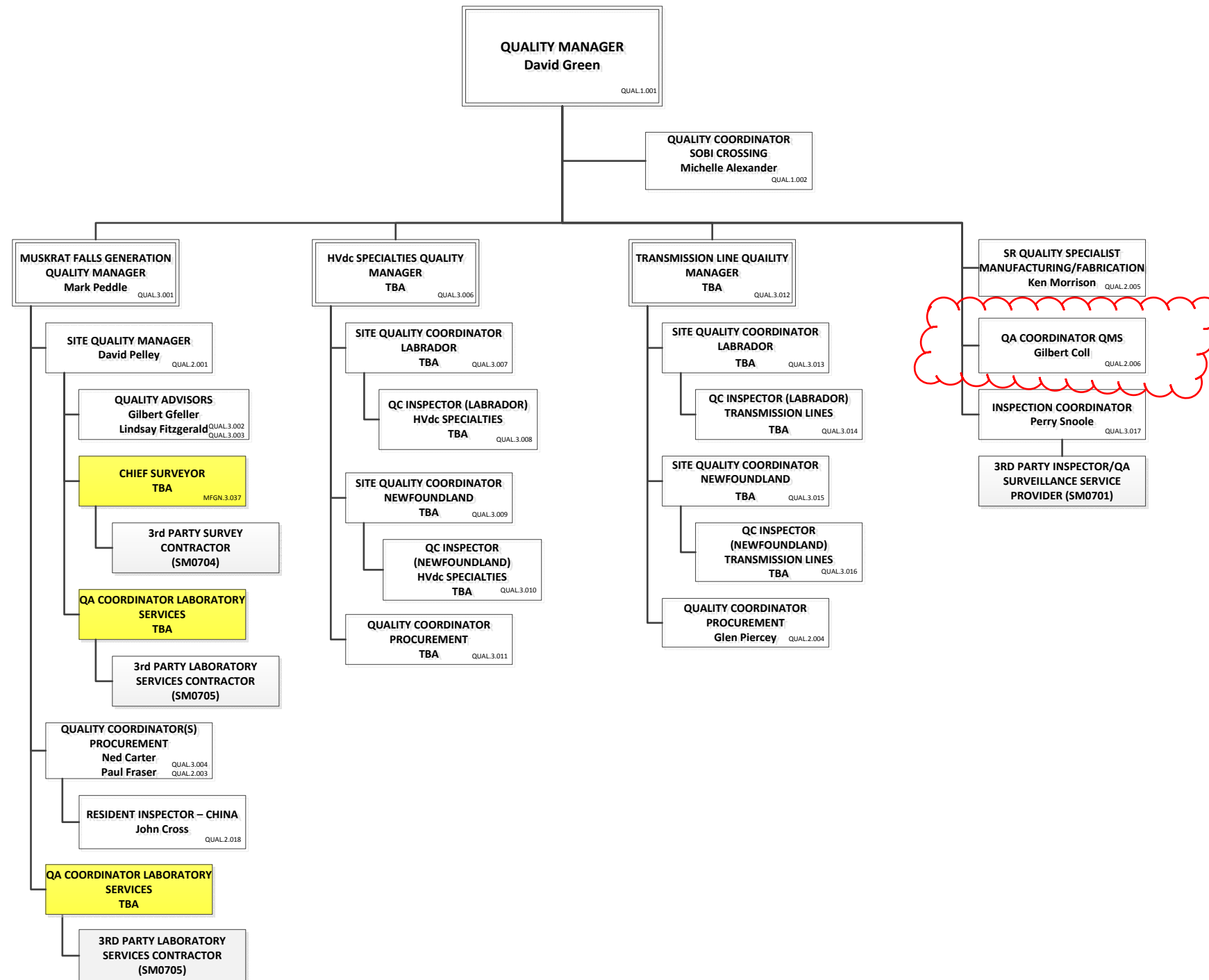


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Chart LCP6: Quality Management Functional Organization

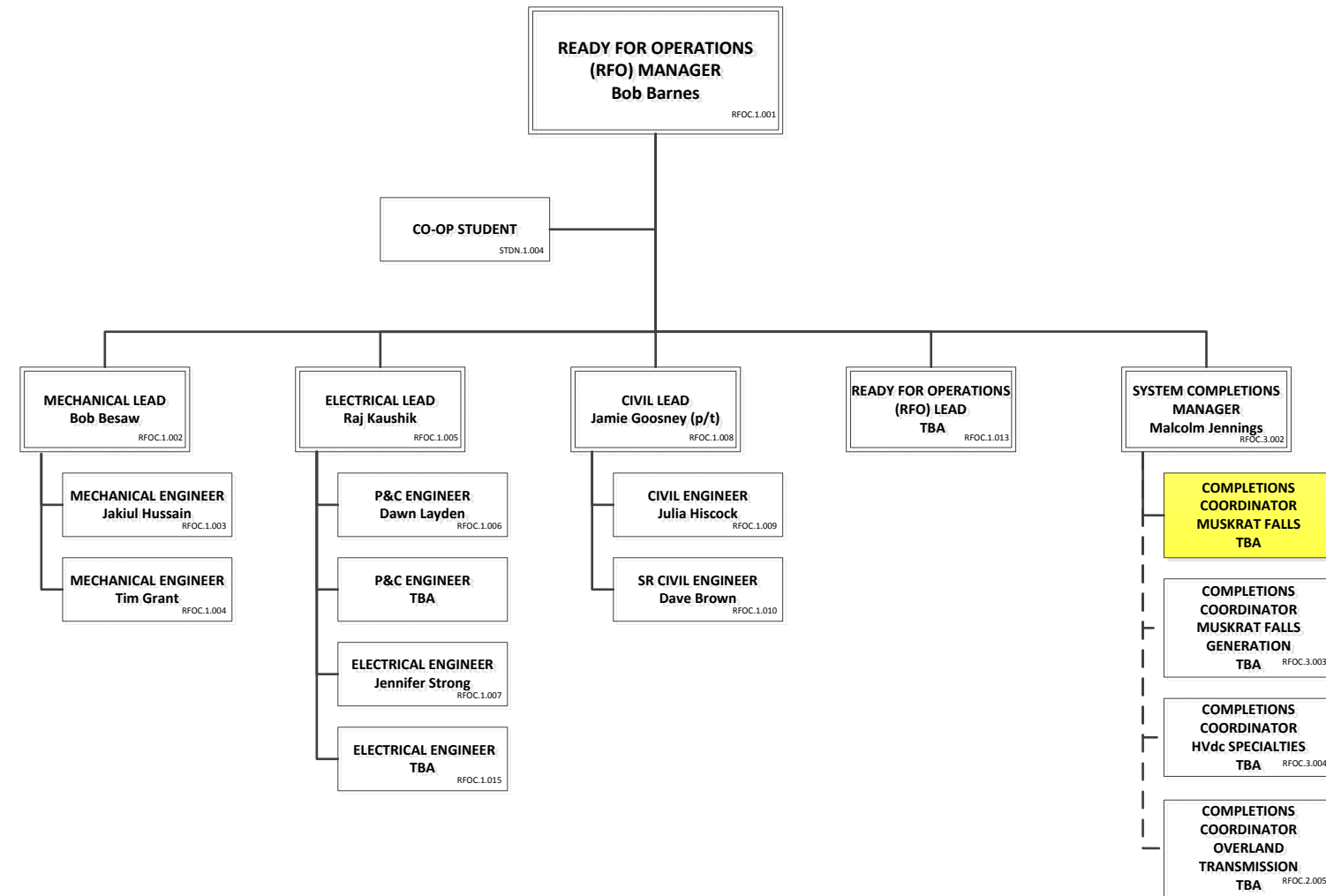


REPORTING LEGEND

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Chart LCP7: Ready for Operations Organization

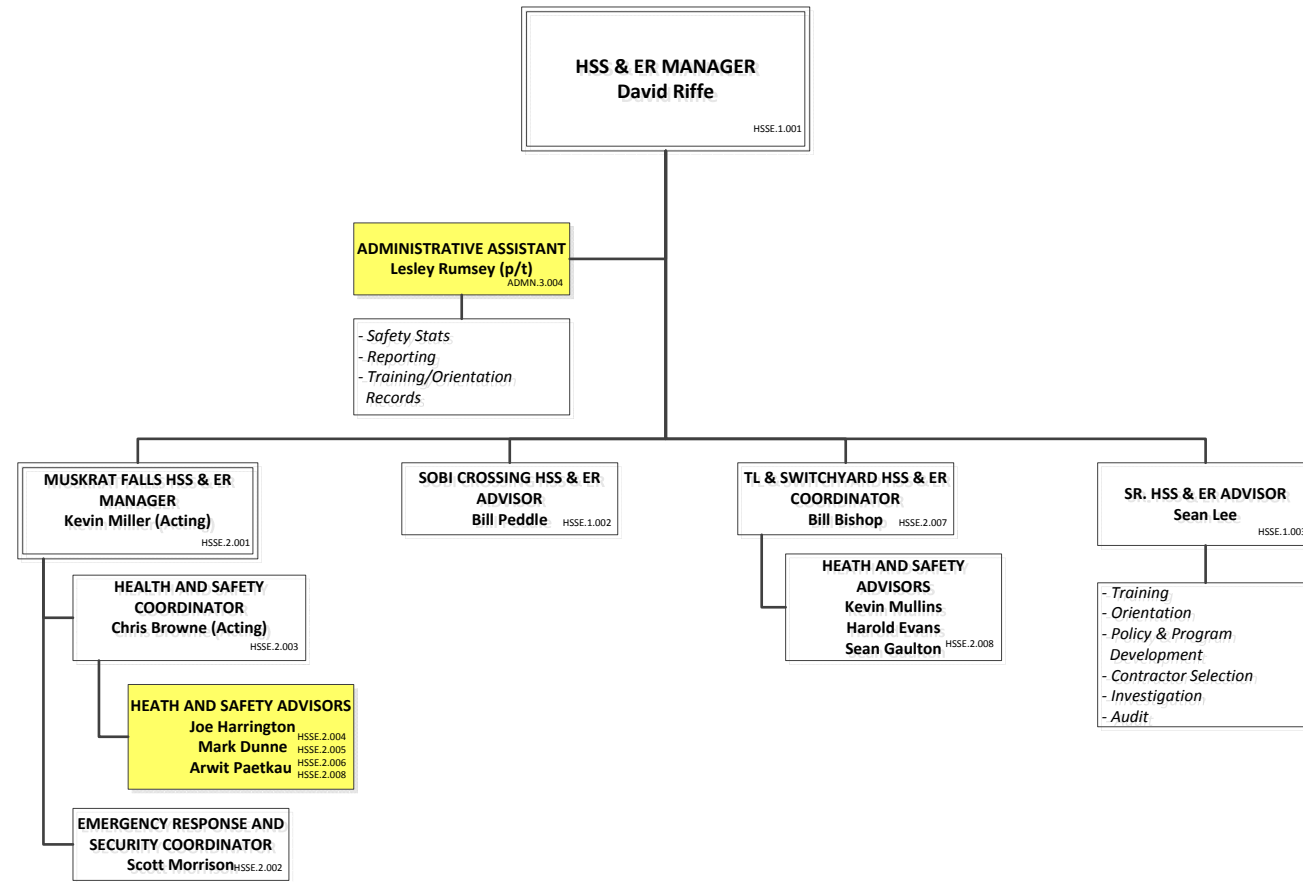


REPORTING LEGEND

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Chart LCP8: Health, Safety, Security and Emergency Response (HSS & ER) Functional Organization

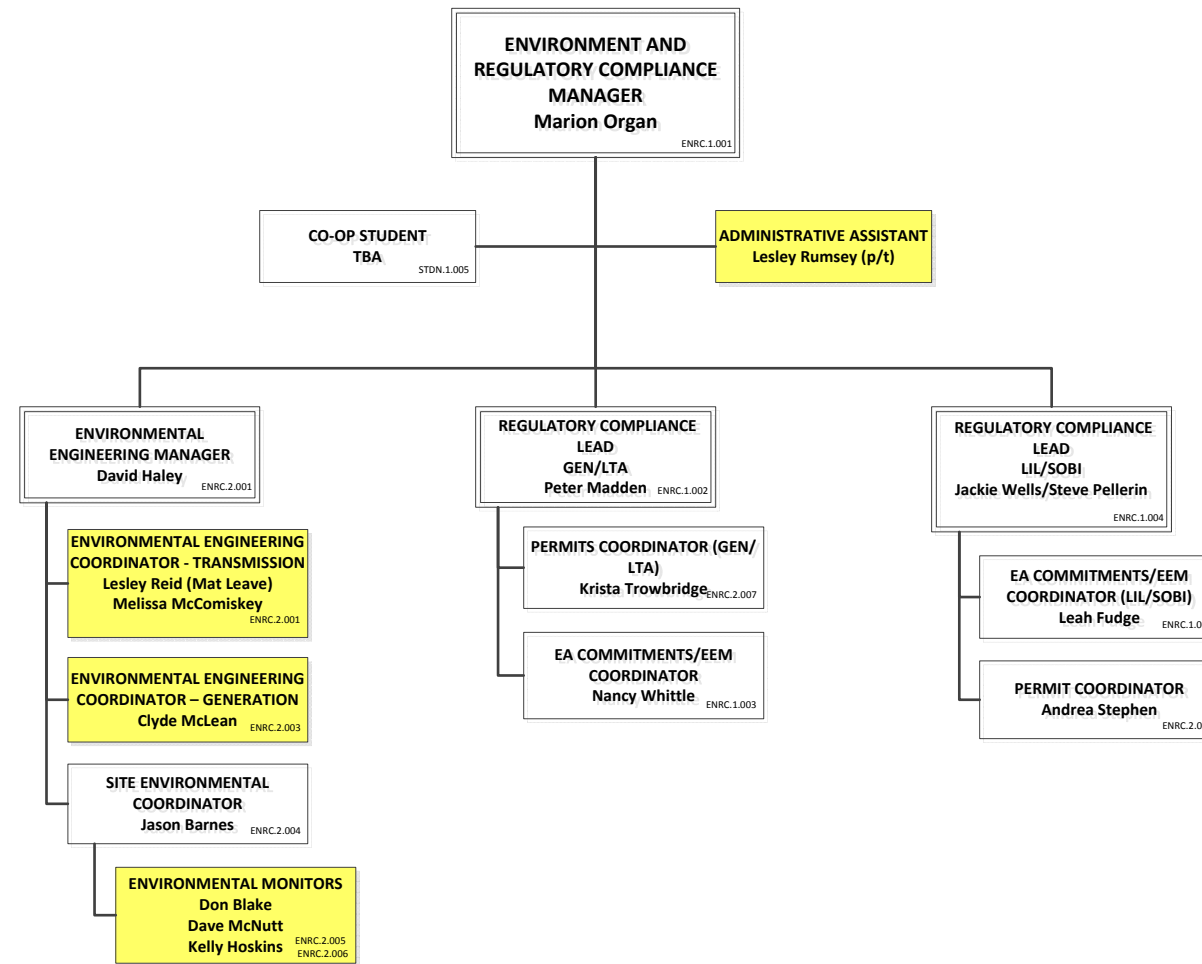


REPORTING LEGEND

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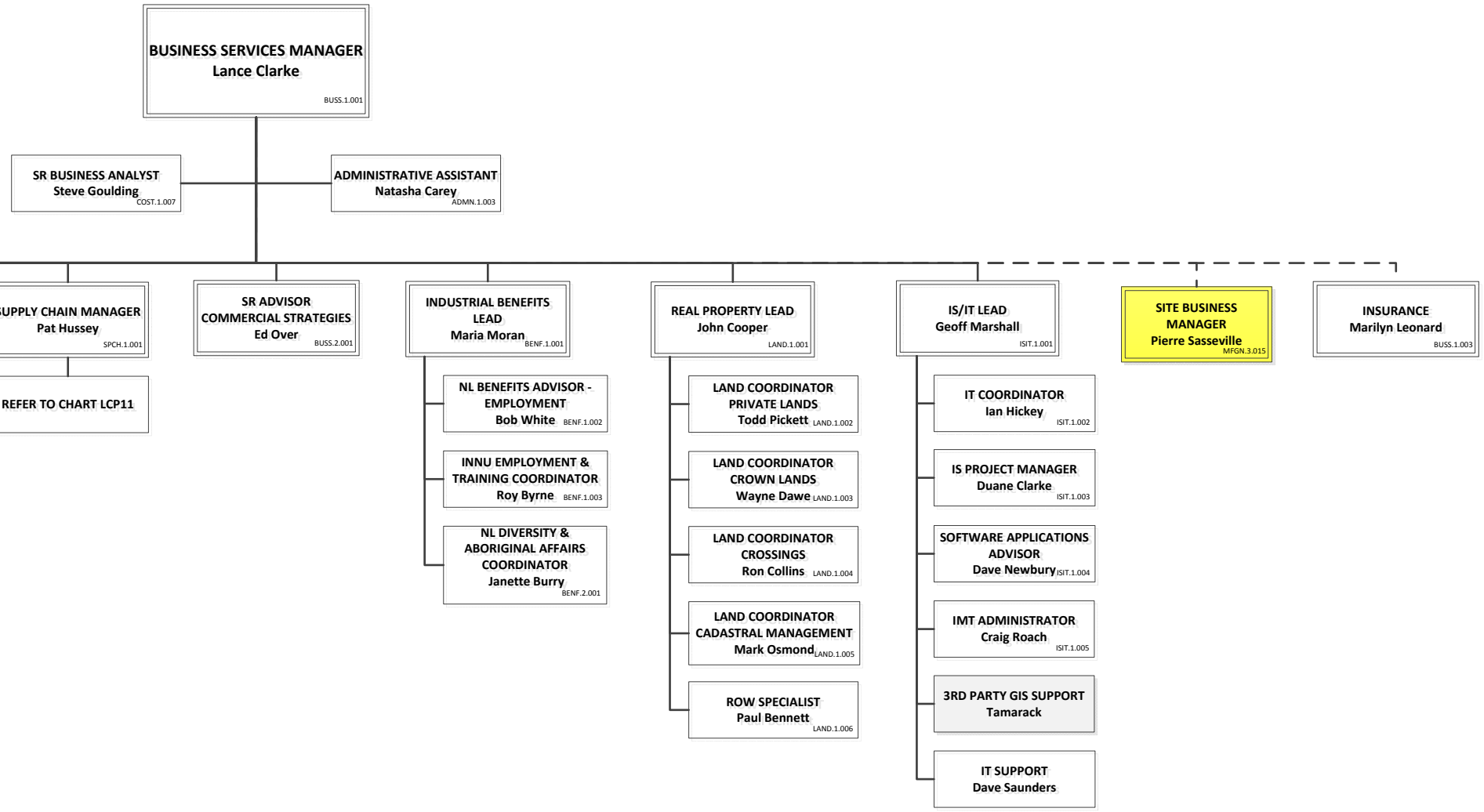
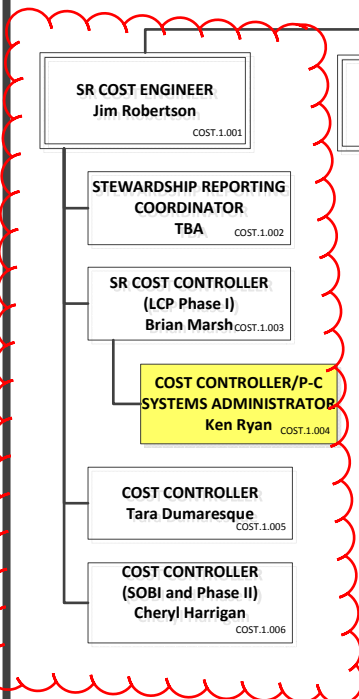
Chart LCP9: Environment and Regulatory Compliance Functional Organization



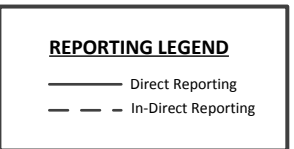
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Chart LCP10: Business Services Functional Organization

This group now reports to Project Controls Manager



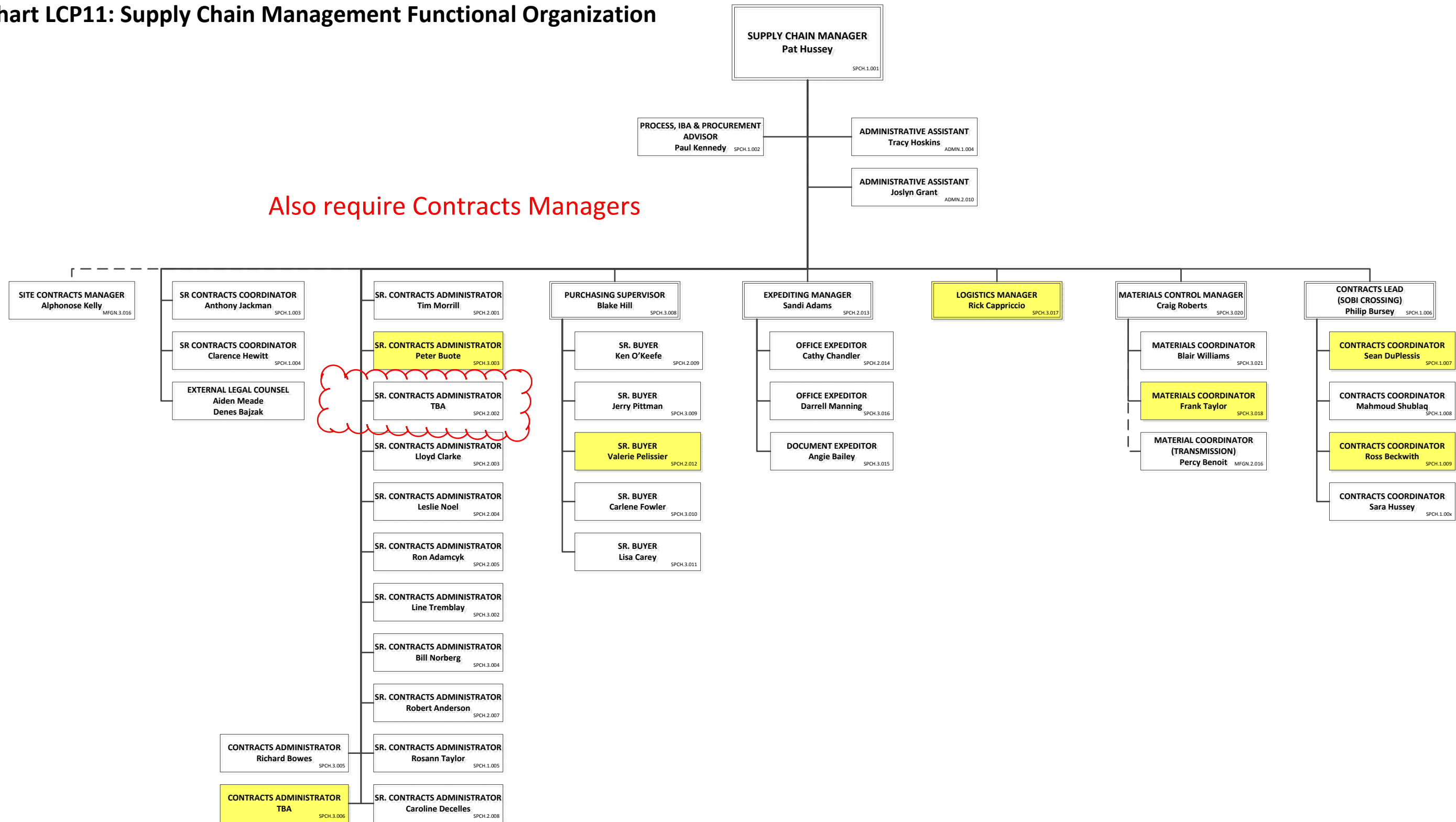
Revised: 17-Jul-2013



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Chart LCP11: Supply Chain Management Functional Organization

Also require Contracts Managers

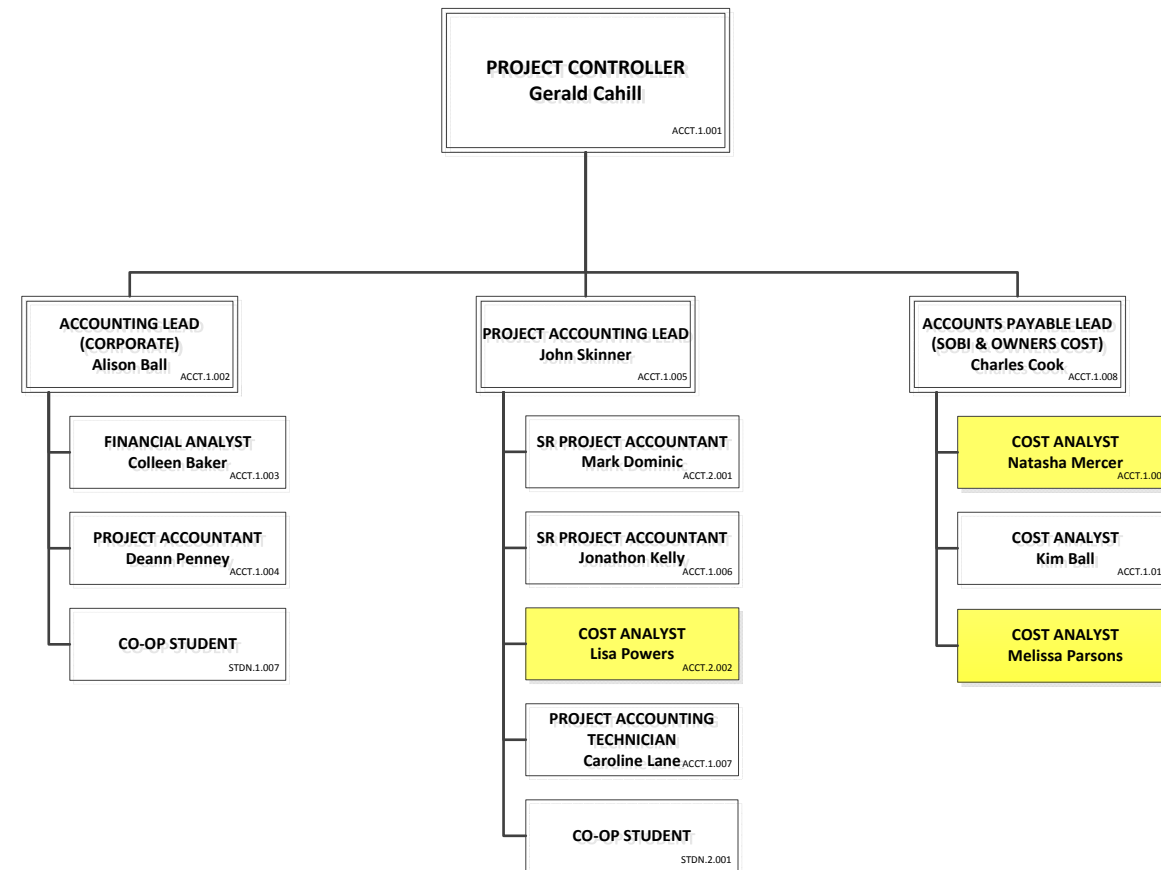


REPORTING LEGEND

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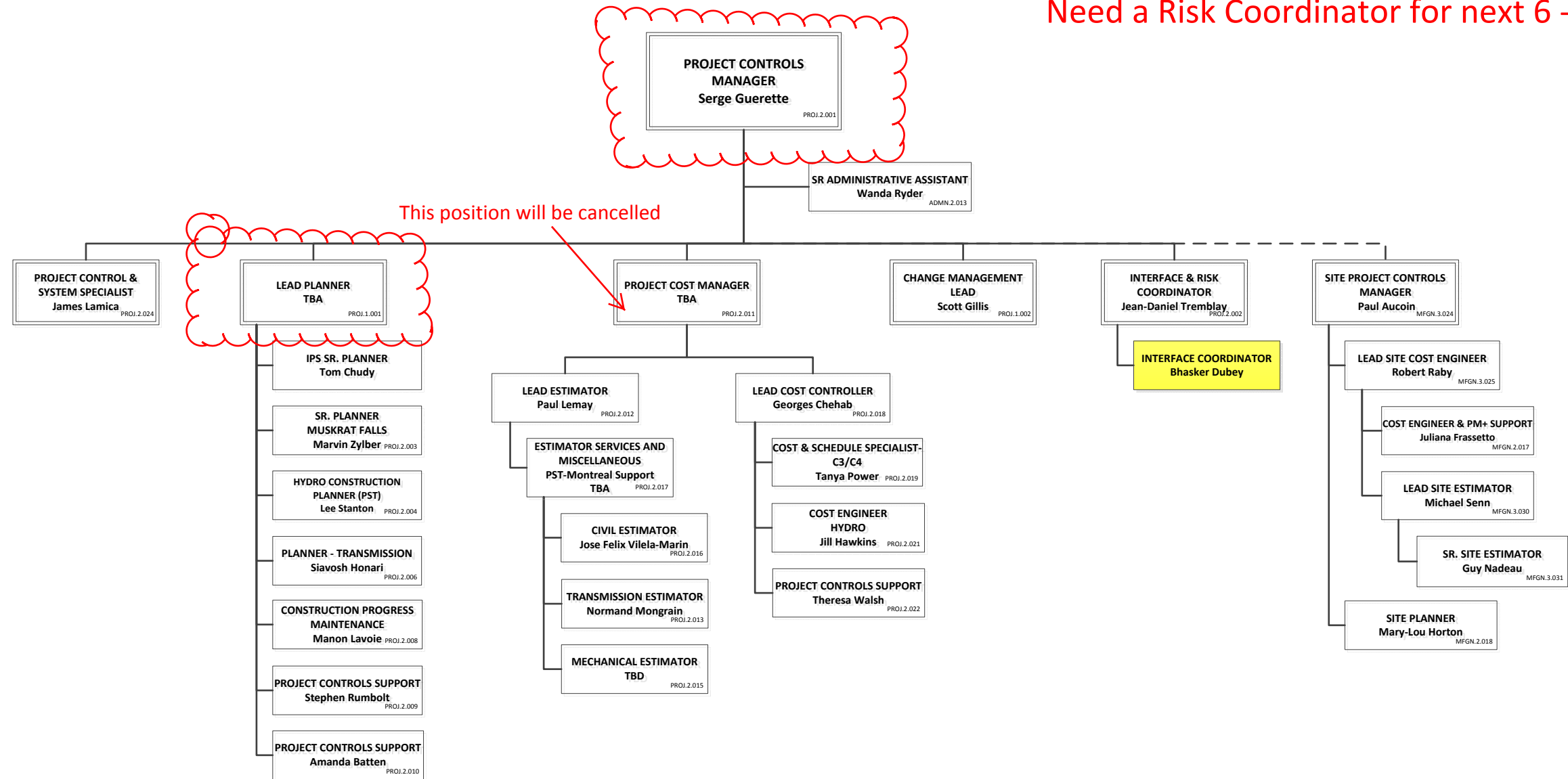
Chart LCP12: Project Controller



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Chart LCP13: Project Controls Functional Organization

Need a Risk Coordinator for next 6 - 12 Mths

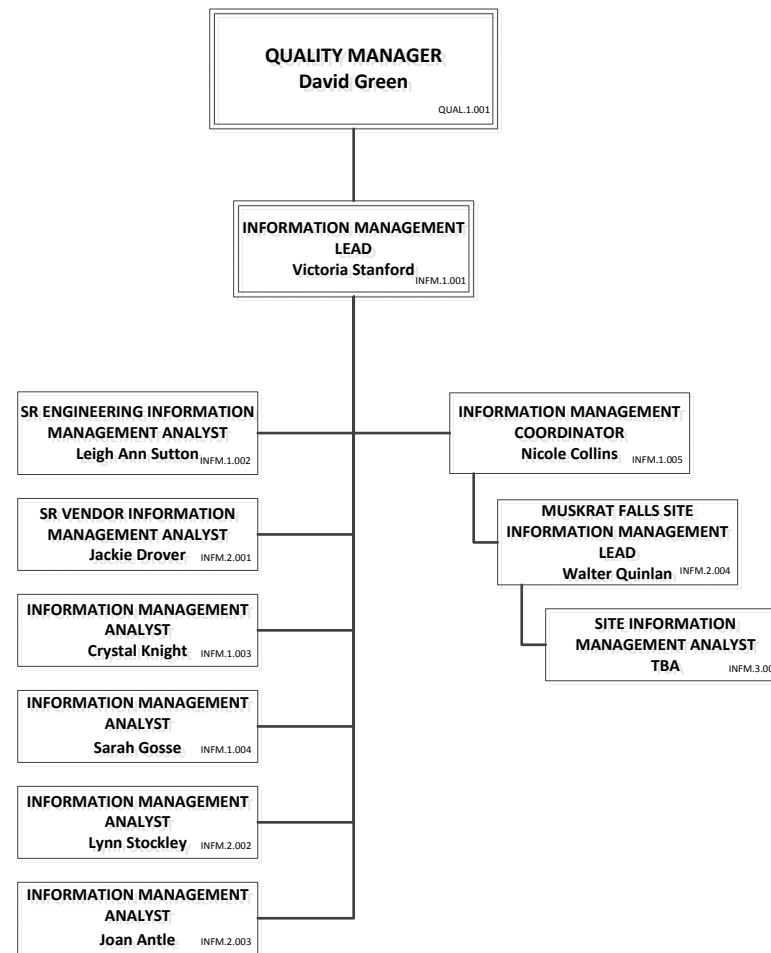


REPORTING LEGEND

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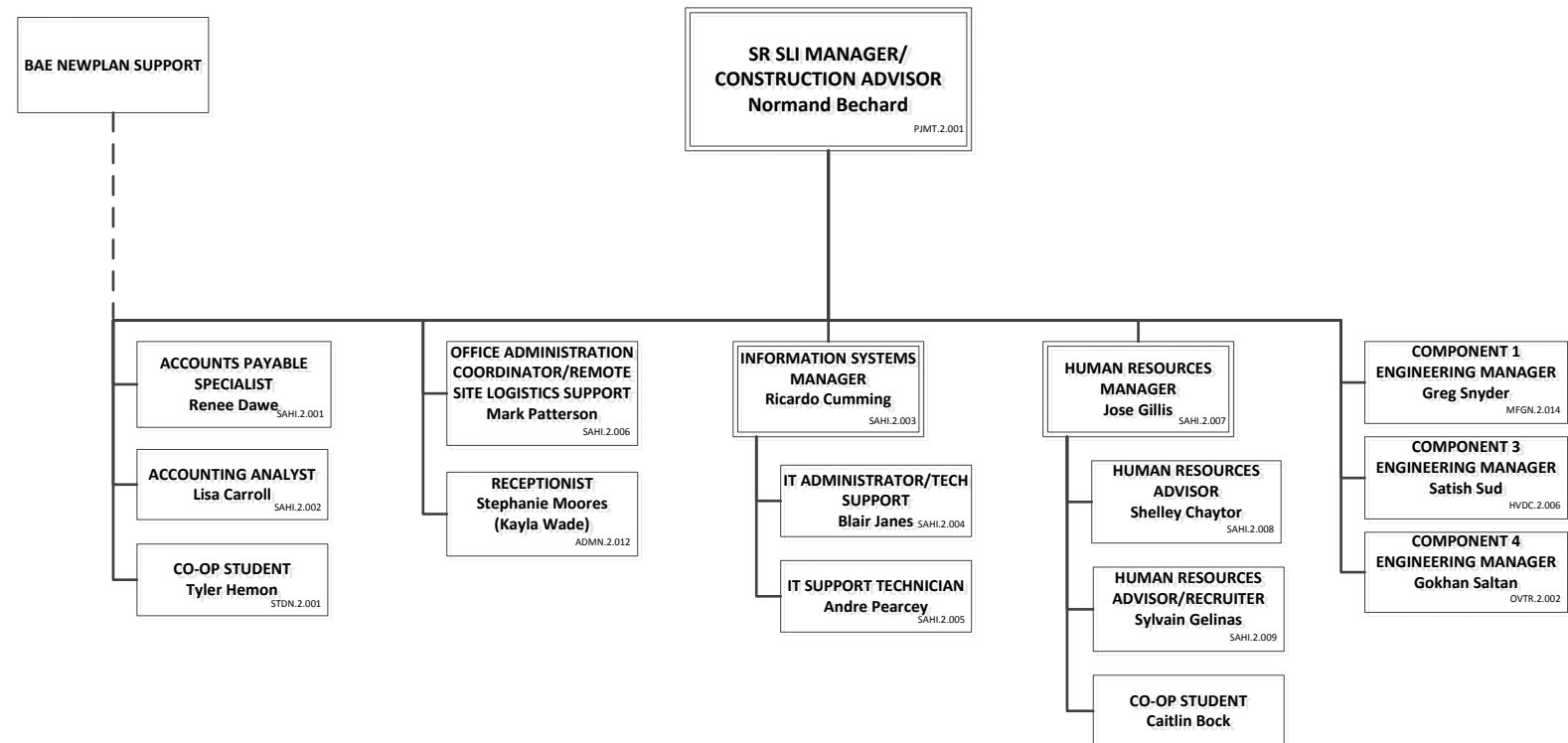
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Chart LCP14: Information Management Functional Organization



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Chart LCP15: SLI Office Administration, Human Resources & IT Services

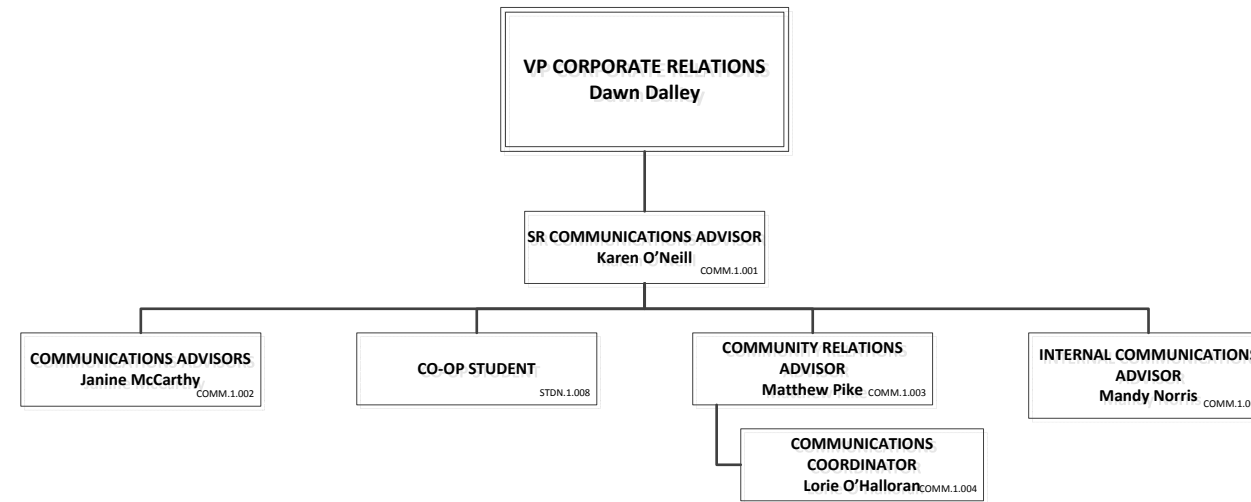


REPORTING LEGEND

- Direct Reporting
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Chart LCP16: Communications Team

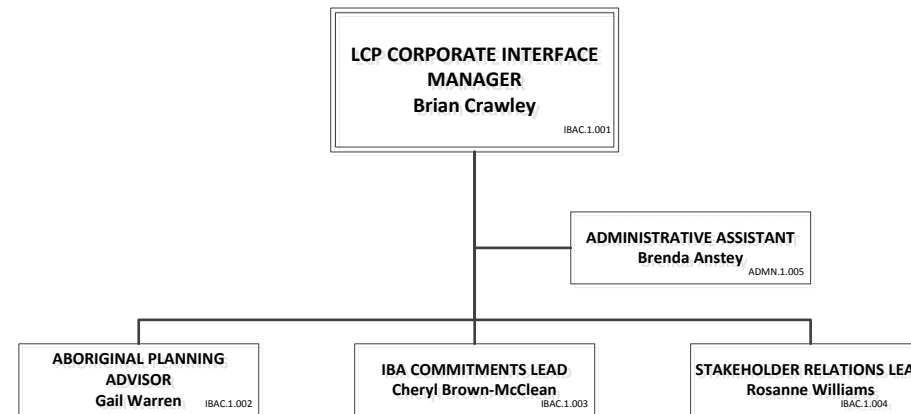


REPORTING LEGEND

- Direct Reporting
- - - In-Direct Reporting

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Chart LCP17: Aboriginal Affairs and Stakeholder Relations Team



SCOPE / ROLE DESCRIPTION

| | | |
|---|--|--|
| <p>POSITION: PROJECT CONTROLS MANAGER</p> | <p>POSITION No.: PROJ.2.001</p> | <p>DATE PREPARED: 21-AUG-2013</p> |
| <p>DEPARTMENT: LCP Project Delivery Team</p> | <p>LOCATION : St. John's</p> | |
| <p>DIRECTION EXERCISED AND AUTHORITY:</p> <p>Under the authority of the Project General Manager, the Project Controls Manager will provide a leadership role to ensure fulfilment of Nalcor's overall cost and schedule delivery targets and objectives. The incumbent will also provide leadership of the Planning, Scheduling, Cost Control, Management of Change, Estimating, and Risk Management teams operating in St. John's and on all Work Sites.</p> <p>The incumbent will have a level of authority required for day-to-day decision-making, including financial approval authority as delegated by the Project General Manager</p> <p>In fulfilling this mandate, the incumbent is expected to liaise extensively with the site Project Control Managers, the execution teams and functional managers to ensure their full awareness of Project Control processes and requirements.</p> | | |
| <p>DIRECTION RECEIVED AND REPORTING RELATIONSHIP:</p> <p>Reporting directly to the Project General Manager, incumbent is expected to interact extensively with direct reports, LCP Project Management, Site based Project Controls teams, Project and Area Managers, Area Construction Managers, and the function managers for Procurement and Accounting.</p> | | |
| <p>PURPOSE AND SUMMARY OF SCOPE:</p> <p>As a key member of the Project Management Team, the Project Controls Manager is the overall leader and provider of project controls services having the primary responsibility to ensure Nalcor's cost and schedule targets and objectives are fulfilled. The incumbent will establish appropriate organizations, processes and systems to ensure that accurate cost and schedule control information is provided on a timely basis.</p> <p>Within the context of the Project Controls Management Plan (LCP-PT-MD-0000-PC-PL-0001-01), implement proven cost and schedule control methodologies and ensure the project is executed in accordance with associated procedures.</p> <p>Be responsible for overall LCP project controls integrity, including people, procedures/processes, tools, and reporting. Aggressively pursue cost reduction and schedule opportunities.</p> <p>Ensures both the Management of Change Plan and Risk Management Plan are correctly implemented and coordinated.</p> | | |

SCOPE / ROLE DESCRIPTION

PRINCIPAL ACTIVITIES, DUTIES AND RESPONSIBILITIES:

The duties and job functions of the **Project Controls Manager** shall include, but are not limited to, the following:

- Establish an effective Project Controls organization that is able to effectively support the delivery of the LCP project.
- Proactive support of a safety culture where “Nobody Gets Hurt.”
- Proactively identifying and working to resolve any issues that may jeopardize LCP’s cost and schedule targets.
- Overseeing the activities of the Project Controls teams in St. John’s and on all Work Sites to ensure the teams are fulfilling their obligations.
- Ensuring Project Controls procedures are developed and in place at each Work Site. Ensure Project Controls staff understand and implement these procedures at each Work Site.
- Establishing effective communication lines so as to maintain overall alignment on Cost and Planning control practices, procedures and reporting requirements.
- Providing strategic advice in the control of existing contracts and development of new contracting plans for all LCP site works.
- Champion the implementation of the Change Management process by leading management reviews and ensuring implementation at every LCP Work Site.
- Provide executive level participation, as required, with contractors and suppliers, to address issues of importance and solve pending problems
- Liaising with Project, Area and Area Construction Managers to ensure proper Project Controls organizations are in place and that cost and schedule controls have been implemented.
- Serving on the LCP Management Team.
- Provide leadership of direct reports covering Planning, Scheduling, Cost Control, Estimating and Change Management and ensure the organizations for these groups are sufficiently staffed and are operating within terms of approved procedures and guidelines
- See that the Project General Manager is kept fully informed on the status of the LCP Cost and Schedule baselines.
- Development, maintenance and status reporting of the overall LCP schedule, budget and cost forecast.
- Monitors implementation of all Project Control processes and procedures to ensure reporting integrity
- Monitoring and supporting each Project Work Site’s adherence to control processes;
- Establishing, maintaining and reporting on the status of the LCP cost and schedule baselines including the preparation of monthly reports and special progress reports;
- Maintaining the LCP Project Execution Plan, Project Controls Management Plan, Project Controls Procedures, Contract Coordination Procedures and other important documents.
- Implementing and maintaining the project management information system
- Recruiting Project Control resources for various Work Site teams and providing them with functional direction and support for Planning, Scheduling, Cost Control, Estimating and Change Management activities;
- Facilitating the release of work by ensuring that authorizations are in place;
- Developing and maintaining an overall Project co-ordination and control schedule and cost forecast and report regularly on their status relative to the Project Cost/Schedule baselines.
- Prepare PMT manpower and cost forecasts
- Ensure the review and approval of contractor’s project control procedures and compliance with the Contract Coordination Procedures. Ensure that all approved Contractor procedures are implemented and verified on a regular basis.

“Incumbent shall work in accordance with the Health and Safety Policies & Procedures and strive to eliminate any potential risk which could result in personal injury or occupational illness.”

"Incumbent shall be familiar with the Environmental Policy and Guiding Principles and applicable environmental Standard Operating Procedures."

SCOPE / ROLE DESCRIPTION

ACADEMIC QUALIFICATIONS:

Bachelor of Engineering or an equivalent combination of education, training and experience.

RELEVANT WORK EXPERIENCE AND REQUIRED COMPETENCIES:

- Extensive background (20+ years) on large engineering and construction projects with a focus on heavy civil / concrete works.
- Minimum of ten (10) years in Project Controls Manager positions on large construction projects. Site experience an asset.
- Demonstrated leadership skills in developing and leading diverse work teams.
- Commercially astute individual with a strong background in cost/schedule analysis. Claims management an asset.
- Excellent written and verbal communication skills (English);
- Experience with large national and international construction contractors.
- Experience with multiple forms of contracting including EPC, and compensation terms including unit rate, lump sum and reimbursable.
- Strong background in the application of Project Management Systems.
- Adaptability to perform in different work environments
- Ability to train/mentor personnel in the application of Project Control processes.
- Strong cost/schedule analytical skills
- Strong planning, budgeting and organizational skills.

JOB REQUIREMENTS, WORKING CONDITIONS, ETC.:

- Be an active member in a highly dynamic team environment that has tight deadlines, high pressure and visibility, requiring accuracy, initiative and ability to multi-task
- Possess strong people skills, with the ability to interact, motivate and lead team members.
- Excellent problem solving skills.
- Ability to plan work well, and to be well-organized.
- Be prepared to accept for responsibility and decision making authority.
- Demonstrate a willingness to adhere to Nalcor Energy’s vision and values.
- Must be willing to travel to Work Sites when required to do so.
- Must be able to work effectively as a key member of the Owners team within a multi-functional team environment (matrix style organization structure).
- Solution oriented.
- Must be able to work in a collaborative / supportive manner with stakeholders.

| | |
|---------------------------|---------------------------|
| PREPARED BY: _____ | APPROVED BY: _____ |
| DATE: _____ | DATE: _____ |