

RP#10

**Information Systems (IS/IT) Task Force**

**Ron Power** to: Geoff Marshall, LCP - SNC, Duane Clarke,  
Normand.Bechard, Luc.Chausse,  
brian.colbourne, Stu.Connacher,  
Nick.Gillis, David Green, Joseph.Salim, Ken.Morrison,  
Cc: Marie-Claude.Dumas, Normand.Bechard, Paul Harrington,  
paul.gendreau, LCP - SNC, Mahmoud.Berjaoui

04/17/2012 07:13 PM

I would like to kick-off the Information Systems (IS/IT) Task Force. I have attached the Charter for this initiative.

Geoff Marshall will lead the Task Force.

It is expected (as noted in the Charter) that SLI will make available subject matter experts (as required).

The primary focus of the Task Force will be to investigate, understand, and develop a plan to implement

**"State of the Art Technology" to enable Construction Management.**

Please provide your full support to this paramount initiative.

Regards,  
Ron



Information Systems (IS\_IT) Charter.docx



Ron Power, P. Eng.  
General Project Manager (Consultant)  
Muskrat Falls & Labrador - Island Transmission Link  
Nalcor Energy - Lower Churchill Project  
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<b>EPCM Services</b> <b>Post - Gate 3 Execution Planning : Team Charter</b> <b>Information Systems (IS/IT)</b>			
<b>Introduction</b>	<ol style="list-style-type: none"> <li>1. It is recognized that the deliverables, defined for completion during Phase 3, have not been sufficiently developed to support a project readiness review (IPR) for DG3.</li> <li>2. In an effort to expedite the completion of these deliverables and anything else required to enter a state of construction readiness, awaiting EA approval, NE and SLI agree to a cooperative effort to complete all such requirements, using a task force approach.</li> </ol>		
<b>Date Issued</b>	17 - Apr.- 2012		
<b>Functional Areas</b>	<p><b>Priority 1</b></p> <ul style="list-style-type: none"> <li>• Project Management</li> </ul> <p><b>Priority 2</b></p> <ul style="list-style-type: none"> <li>• Project Controls</li> <li>• Engineering (Components 1, 3 &amp; 4)</li> <li>• QA/QC</li> <li>• Supply Chain</li> <li>• Construction Management &amp; Completions</li> </ul> <p><b>Priority 3</b></p> <ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Environment</li> <li>• Document Control</li> <li>• Risk Management</li> <li>• Interface Management</li> <li>• Management of Change</li> <li>• Labor Relations</li> <li>• Office Services &amp; Administration (Finance and Accounting)</li> <li>• Commissioning</li> <li>• <b>IS/IT</b></li> </ul>		
<b>NE-LCP Sponsor</b>	Ron Power – General Project Manager	<b>SLI Sponsor</b>	Normand Bechard – General Project Manager
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Nalcor Executive Leadership team: Paul Harrington, Lance Clarke</li> <li>• SLI Executive Leadership team: Joe Salim, Marie-Claude Dumas</li> </ul>		

<h2 style="margin: 0;">EPCM Services</h2> <h3 style="margin: 0;">Post - Gate 3 Execution Planning : Team Charter</h3> <h3 style="margin: 0; background-color: yellow;">Information Systems (IS/IT)</h3>	
<b>Objectives</b>	<p>Anchoring back to contract principles:</p> <ul style="list-style-type: none"> <li>• <b>Identification of, and a plan for implementation of, "State of the Art Technology" to enable Construction Management for the Lower Churchill Project</b></li> <li>• Ensure Nalcor functional requirements are defined, documented and if required, clarified</li> <li>• Confirm functional scope &amp; execution strategy</li> <li>• Agree functional Management Plan</li> <li>• Agree functional processes &amp; procedures</li> <li>• Agree organization charts and manpower plans, by phase</li> <li>• Complete all required Phase 3 deliverables to a high quality standard</li> <li>• Identify risks/issues/ potential for improvement</li> <li>• Ensure preparedness for Gate 3 IPR (see attached Gate 2 IPR scope &amp; focus)</li> </ul>
<b>Deliverables</b> (for each functional area)	<ul style="list-style-type: none"> <li>• Management Plan</li> <li>• All required processes, procedures, and tools agreed and in place</li> <li>• Updated Responsibility Assignment Matrix</li> <li>• Fully developed organization charts by phase</li> <li>• Fully developed Manpower Plans</li> <li>• Other deliverables related specifically to the function (see table herein)</li> <li>• Table of risks, issues, potential for improvement, all with</li> <li>• Accompanying mitigating or supporting actions</li> <li>• <b>Any Gate 3 Deliverables not covered above including IS Strategy, Execution Plan and Support Model and Application of Technology across the Project</b></li> </ul>
<b>Approach</b>	<ul style="list-style-type: none"> <li>• NE and SLI project management meet and seek alignment on:                             <ul style="list-style-type: none"> <li>• project objectives</li> <li>• strategies for project delivery</li> <li>• guidelines for functional teams</li> </ul> </li> <li>• Priority 2 functional teams meet as required to develop deliverables within management guidelines</li> <li>• Priority 3 functional teams meet as required to develop deliverables within management guidelines</li> </ul>
<b>Critical Success Factors</b>	<ul style="list-style-type: none"> <li>• <b>Access to SLI information technology and SME's in (GIT and others) familiar with application of technology in large capital projects</b></li> <li>• Adequate information in-hand to progress deliverables</li> <li>• Maintain open communications via regular progress updates within task force</li> <li>• Task force schedule development and adherence</li> <li>• Alignment of stakeholders on scope of task force activities</li> <li>• Alignment of all participants on what is "best for project"</li> </ul>

<h2 style="margin: 0;">EPCM Services</h2> <h3 style="margin: 0;">Post - Gate 3 Execution Planning : Team Charter</h3> <h4 style="margin: 0; background-color: yellow;">Information Systems (IS/IT)</h4>	
<b>Goals / Measures of Success</b>	<ul style="list-style-type: none"> <li>Achieve a positive Project Readiness rating from IPA in May</li> <li>NE/SLI team feels confident it can deliver the project successfully</li> <li>Be in a state of readiness to kick-off construction immediately following DG3 approval</li> </ul>
<b>Roles &amp; Responsibilities</b>	<p><u>Task Force Leader : Geoff Marshall</u></p> <ul style="list-style-type: none"> <li>Achieve task force goals and objectives</li> <li>Steward team charter</li> <li>Communicate with task force members and NE-LCP Stakeholders to ensure alignment</li> <li>Manage task force schedule and performance</li> <li>Define the expected standard for task force deliverables</li> <li>Ensure task force functions within established NE-LCP management systems (i.e. procedures, guidelines, document management, etc.)</li> </ul> <p><u>Team Members : Geoff Marshall / Duane Clarke, SLI – Brian Colbourne / Ricardo Cumming</u></p> <ul style="list-style-type: none"> <li>Actively participate in the Task Force and fully support the Task Force leader to achieve all goals and objectives</li> </ul> <p><u>Subject Matter Experts: GIT group in Montreal , others in Calgary / Toronto / etc... as required</u></p> <ul style="list-style-type: none"> <li><u>See above</u></li> </ul>
<b>Interpersonal Behaviors</b>	<p>The following principles will be followed. These principles are contained in the Agreement between Nalcor and SLI for guidance during project execution:</p> <ul style="list-style-type: none"> <li>Successful delivery of the Project is paramount;</li> <li>Unwavering corporate and staff commitment is fundamental to Project success;</li> <li>Parties will be solution oriented, not problem focused;</li> <li>Parties will be mutually collaborative and supportive;</li> <li>Philosophically, contract changes between the Parties will not be a focus item;</li> <li>Engineering will be executed in Newfoundland and Labrador. Specialized Engineering may occur outside the Province subject to Company approval and in compliance with the terms of Exhibit 9.</li> <li>Management of the Agreement between the Parties to be kept separate from Project execution</li> </ul>

# EPCM Services

## Post - Gate 3 Execution Planning : Team Charter

### Information Systems (IS/IT)

<b>Task Force Guidelines</b>	<ul style="list-style-type: none"> <li>IS support strategy and execution approach to be consistent with and support Construction Management Plan</li> <li>All construction shall be executed by qualified contractors, with demonstrated proven success in work awarded</li> <li>Site management teams to be of optimum size for its primary (basic) needs and in consideration of functional support being provided by St. John's Home Office</li> <li>St. John's Home Office staffed to suit project needs, with planned longer term reductions</li> <li>Identify technology with an goal to minimize onsite personnel and optimize real-time data collection and progress reporting</li> <li>Roles and responsibilities are defined as per attached Responsibility Assignment Matrix</li> <li>SLI to use its own methods and procedures in the performance of the services, building on SNC-Lavalin Best Practices, systems, procedures and processes</li> <li>Nalcor requirements are specified in the Coordination Procedures.</li> <li>Where necessary, SLI shall create, adapt and/or modify its own procedures, practices, systems, or programs to satisfy Nalcor requirements and objectives</li> </ul>
<b>Guidance Documents</b>	<ul style="list-style-type: none"> <li>Agreement LC-G-002                         <ul style="list-style-type: none"> <li>Exhibit 3 SCOPE OF SERVICES</li> <li>Section 3.5.2.1 Gate 3 Deliverables</li> <li>Exhibit 5 COORDINATION PROCEDURES</li> </ul> </li> <li>LCP-PT-MD-0000-PM-PL-001-01 Project Execution Plan (Scope and Approach)</li> <li>LCP-PT-MD-0000-PM-ST-0002-01 Overarching Contracting Strategy</li> <li>Responsibility Assignment Matrix Nalcor/SLI (attached)</li> <li>Gate 2 IPR Objectives, Scope &amp; Focus (<i>attached</i>)</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>Weekly task force status report to Sponsors (<b>Action : G. Marshall</b>)</li> <li>Presentation of results by Task Force upon completion</li> </ul>

## Acceptance

<b>Nalcor Sponsor</b>	Ron Power	<b>Acceptance</b>		<b>Date</b>	
<b>SLI Sponsor</b>	Normand Bechard	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Geoff Marshall	<b>Acceptance</b>		<b>Date</b>	

**EPCM Services**  
**Post - Gate 3 Execution Planning : Team Charter**  
**Information Systems (IS/IT)**

<b>Team Member</b>	Duane Clarke	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Brian Colbourne	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Ricardo Cumming	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	GIT SME	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>		<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>		<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>		<b>Acceptance</b>		<b>Date</b>	



**Fw: QA/QC Task Force**

**Ron Power**

to: Scott O'Brien, Darren Debourke, Kyle Tucker,  
Bob Barnes, David Green, Jason Kean

04/15/2012 10:17 AM

let's discuss tomorrow

----- Forwarded by Ron Power/NLHydro on 04/15/2012 10:16 AM -----

**From:** "Bechard, Normand" <Normand.Bechard@snclavalin.com>  
**To:** <RonPower@nalcoreenergy.com>, <LanceClarke@nalcoreenergy.com>, <DavidGreen@nalcoreenergy.com>, <MarkPeddle@nalcoreenergy.com>, <PHarrington@nalcoreenergy.com>, "Dumas, Marie-Claude" <Marie-Claude.Dumas@snclavalin.com>, "Salim, Joseph" <Joseph.Salim@snclavalin.com>, "Morrison, Ken" <Ken.Morrison@snclavalin.com>, <JasonKean@nalcoreenergy.com>, "Gendreau, Paul" <PAUL.GENDREAU@SNCLAVALIN.COM>, "Gillis, Nick" <Nick.Gillis@snclavalin.com>  
**Date:** 04/15/2012 09:46 AM  
**Subject:** RE: QA/QC Task Force

Hi everyone, someone from engineering should also be part of this task force. I propose Francois Couturier, Michel Belanger, and Ovidio Ascensio

**From:** RonPower@nalcoreenergy.com [mailto:RonPower@nalcoreenergy.com]  
**Sent:** Tuesday, April 10, 2012 12:33  
**To:** LanceClarke@nalcoreenergy.com; DavidGreen@nalcoreenergy.com; MarkPeddle@nalcoreenergy.com; PHarrington@nalcoreenergy.com; Bechard, Normand; Dumas, Marie-Claude; Salim, Joseph; Morrison, Ken; JasonKean@nalcoreenergy.com; Gendreau, Paul; Gillis, Nick  
**Subject:** QA/QC Task Force

10-APRIL-2012

I would like to kick-off the QA/QC Task Force. I have attached the Charter for this initiative.

David Green will act as the subject matter expert and will lead the Task Force.

I will call a meeting with David, Mark Peddle and Ken Morrison to discuss expectations etc. A particular focus of this Task Force will be to ensure that we, combined, will have the QA/QC wherewithal in place for overall project delivery.

Regards,  
Ron



Ron Power, P. Eng.  
 General Project Manager (Consultant)  
 Muskrat Falls & Labrador - Island Transmission  
 Link  
 Nalcor Energy - Lower Churchill Project

10 - APRIL - 2012

**QA/QC Task Force****Ron Power**

Lance Clarke, David Green, Mark Peddle, Paul  
Harrington, Normand Bechard,  
Marie-Claude Dumas, Joseph Salim,

04/10/2012 02:02 PM

I would like to kick-off the QA/QC Task Force. I have attached the Charter for this initiative.

David Green will act as the subject matter expert and will lead the Task Force.

I will call a meeting with David, Mark Peddle and Ken Morrison to discuss expectations etc. A particular focus of this Task Force will be to ensure that we, combined, will have the QA/QC wherewithal in place for overall project delivery.

Regards,  
Ron



QA - QC Charter.docx



Ron Power, P. Eng.  
General Project Manager (Consultant)  
Muskrat Falls & Labrador - Island Transmission Link  
Nalcor Energy - Lower Churchill Project  
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w. [nalcorenergy.com](http://nalcorenergy.com)  
1.888.576.5454



<h2 style="margin: 0;">EPCM Services</h2> <h3 style="margin: 0;">Post - Gate 3 Execution Planning : Team Charter <span style="background-color: yellow; padding: 2px;">QA/QC</span></h3>			
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<b>Date Issued</b>	10 - Apr.- 2012		
<b>Functional Areas</b>	<p><b>Priority 1</b></p> <ul style="list-style-type: none"> <li>• Project Management</li> </ul> <p><b>Priority 2</b></p> <ul style="list-style-type: none"> <li>• Project Controls</li> <li>• Engineering (Components 1, 3 &amp; 4)</li> <li style="background-color: yellow;">• QA/QC</li> <li>• Supply Chain</li> <li>• Construction Management &amp; Completions</li> </ul> <p><b>Priority 3</b></p> <ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Environment</li> <li>• Document Control</li> <li>• Risk Management</li> <li>• Interface Management</li> <li>• Management of Change</li> <li>• Labor Relations</li> <li>• Office Services &amp; Administration</li> <li>• Commissioning</li> <li>• IS/IT</li> </ul>		
<b>NE-LCP Sponsor</b>	Ron Power – General Project Manager	<b>SLI Sponsor</b>	Normand Bechard – General Project Manager
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Nalcor Executive Leadership team: Paul Harrington, Lance Clarke</li> <li>• SLI Executive Leadership team: Joe Salim, Marie-Claude Dumas</li> </ul>		

<h2 style="margin: 0;">EPCM Services</h2> <h3 style="margin: 0;">Post - Gate 3 Execution Planning : Team Charter <span style="background-color: yellow; padding: 2px;">QA/QC</span></h3>	
<b>Objectives</b>	<p>Anchoring back to contract principles:</p> <ul style="list-style-type: none"> <li>Ensure Nalcor functional requirements are defined, documented and if required, clarified</li> <li>Confirm functional scope &amp; execution strategy</li> <li>Agree functional Management Plan</li> <li>Agree functional processes &amp; procedures</li> <li>Agree organization charts and manpower plans, by phase</li> <li>Complete all required Phase 3 deliverables to a high quality standard</li> <li>Identify risks/issues/ potential for improvement</li> <li>Ensure preparedness for Gate 3 IPR (see attached Gate 2 IPR scope &amp; focus)</li> </ul>
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<b>Approach</b>	<ul style="list-style-type: none"> <li>NE and SLI project management meet and seek alignment on:                             <ul style="list-style-type: none"> <li>project objectives</li> <li>strategies for project delivery</li> <li>guidelines for functional teams</li> </ul> </li> <li>Priority 2 functional teams meet as required to develop deliverables within management guidelines</li> <li>Priority 3 functional teams meet as required to develop deliverables within management guidelines</li> </ul>
<b>Critical Success Factors</b>	<ul style="list-style-type: none"> <li>Adequate information in-hand to progress deliverables</li> <li>Maintain open communications via regular progress updates within task force</li> <li>Task force schedule development and adherence</li> <li>Alignment of stakeholders on scope of task force activities</li> <li>Alignment of all participants on what is "best for project"</li> </ul>
<b>Goals / Measures of Success</b>	<ul style="list-style-type: none"> <li>Achieve a positive Project Readiness rating from IPA in early May</li> <li>NE/SLI team feels confident it can deliver the project successfully</li> <li>Be in a state of readiness to kick-off construction immediately following DG3 approval</li> </ul>

<h2 style="margin: 0;">EPCM Services</h2> <h3 style="margin: 0;">Post - Gate 3 Execution Planning : Team Charter <span style="background-color: yellow; padding: 2px;">QA/QC</span></h3>	
<b>Roles &amp; Responsibilities</b>	<p><u>Task Force Leader</u> : <span style="background-color: yellow;">David Green</span></p> <ul style="list-style-type: none"> <li>- Achieve task force goals and objectives</li> <li>- Steward team charter</li> <li>- Communicate with task force members and NE-LCP Stakeholders to ensure alignment</li> <li>- Manage task force schedule and performance</li> <li>- Define the expected standard for task force deliverables</li> <li>- Ensure task force functions within established NE-LCP management systems (i.e. procedures, guidelines, document management, etc.)</li> </ul> <p><u>Team Members</u> : <span style="background-color: yellow;">Mark Peddle (Nalcor) / Ken Morrison (SLI) / others as needed</span></p> <ul style="list-style-type: none"> <li>- Actively participate in the Task Force and fully support the Task Force leader to achieve all goals and objectives</li> </ul> <p><u>Subject Matter Expert</u>: <span style="background-color: yellow;">David Green</span></p> <ul style="list-style-type: none"> <li>- <u>See above</u></li> </ul>
<b>Interpersonal Behaviors</b>	<p>The following principles will be followed. These principles are contained in the Agreement between Nalcor and SLI for guidance during project execution:</p> <ul style="list-style-type: none"> <li>• Successful delivery of the Project is paramount;</li> <li>• Unwavering corporate and staff commitment is fundamental to Project success;</li> <li>• Parties will be solution oriented, not problem focused;</li> <li>• Parties will be mutually collaborative and supportive;</li> <li>• Philosophically, contract changes between the Parties will not be a focus item;</li> <li>• Engineering will be executed in Newfoundland and Labrador. Specialized Engineering may occur outside the Province subject to Company approval and in compliance with the terms of Exhibit 9.</li> <li>• Management of the Agreement between the Parties to be kept separate from Project execution</li> </ul>

# EPCM Services

## Post - Gate 3 Execution Planning : Team Charter QA/QC

<b>Task Force Guidelines</b>	<ul style="list-style-type: none"> <li>• Project execution philosophy &amp; execution approach to be consistent with and support project financing model</li> <li>• All construction shall be executed by qualified contractors, with demonstrated proven success in work awarded</li> <li>• Site management teams to be of optimum size for its primary (basic) needs and in consideration of functional support being provided by St. John's Home Office</li> <li>• St. John's Home Office staffed to suit project needs, with planned longer term reductions</li> <li>• Roles and responsibilities are defined as per attached Responsibility Assignment Matrix</li> <li>• SLI to use its own methods and procedures in the performance of the services, building on SNC-Lavalin Best Practices, systems, procedures and processes</li> <li>• Nalcor requirements are specified in the Coordination Procedures.</li> <li>• Where necessary, SLI shall create, adapt and/or modify its own procedures, practices, systems, or programs to satisfy Nalcor requirements and objectives</li> </ul>
<b>Guidance Documents</b>	<ul style="list-style-type: none"> <li>• Agreement LC-G-002                             <ul style="list-style-type: none"> <li>• Exhibit 3 SCOPE OF SERVICES</li> <li>• Section 3.5.2.1 Gate 3 Deliverables</li> <li>• Exhibit 5 COORDINATION PROCEDURES</li> </ul> </li> <li>• LCP-PT-MD-0000-PM-PL-001-01 Project Execution Plan (Scope and Approach)</li> <li>• LCP-PT-MD-0000-PM-ST-0002-01 Overarching Contracting Strategy</li> <li>• Responsibility Assignment Matrix Nalcor/SLI (attached)</li> <li>• Gate 2 IPR Objectives, Scope &amp; Focus (<i>attached</i>)</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Weekly task force status report to Sponsors (<span style="background-color: yellow;">Action D. Green</span>)</li> <li>• Presentation of results by Task Force upon completion</li> </ul>

## Acceptance

<b>Nalcor Sponsor</b>	Ron Power	<b>Acceptance</b>		<b>Date</b>	
<b>SLI Sponsor</b>	Normand Bechard	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	David Green	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Mark Peddle	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Ken Morrison	<b>Acceptance</b>		<b>Date</b>	

**LCP-SLI Quality Team Charter Kick off Meeting Minutes - 25-Apr-2012**

**LCPDCC** to David Green, Jason Kean, Scott O'Brien, Kyle  
Tucker, Mark Peddle, Darren Debourke, Ron  
Power, Geoff Marshall

04/27/2012 03:47 PM

Sent by: **Sheila Kean**

Good Afternoon,

Please find attached Documentum link and PDF to above subject document .

Regards,  
Sheila200-170343-00050 <http://documentum/webtop/drl/objectId/0902311a80044a94>

200-170343-00050.pdf



Sheila Kean  
Information Management Analyst  
Quality Management  
Nalcor Energy - Lower Churchill Project  
t. 709 737-4989  
e. [SheilaKean@nalcorenergy.com](mailto:SheilaKean@nalcorenergy.com)  
w. [nalcorenergy.com](http://nalcorenergy.com)  
1.888.576.5454

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 <p><b>nalcor</b> energy LOWER CHURCHILL PROJECT</p>	<h2>Minutes of Meeting</h2>
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<b>Project:</b>	Lower Churchill Project	<b>Contract # if applicable</b>	
<b>Purpose:</b>	Quality Team Charter Kick off Meeting	<b>LCP Rec. No:</b>	200-170343-00050
<b>Location:</b>	Torbay Road, Tower Room	<b>Date / Time:</b>	25 Apr 2012, 4:00 PM

<b>Attendees:</b>	David Green - Nalcor Energy (Chair) Gilbert Coll – SLI Gervais Savard – SLI Ovidio Ascencio - SLI	Ken Morrison - SLI Glenn Piercey – SLI Claude Daneau - SLI
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<b>Distribution:</b>	Above plus Nalcor: Jason Kean Scott O'Brien Kyle Tucker Mark Peddle	Darren Debourke Ron Power Geoff Marshall	<b>SLI:</b> Normand Bechard Francois Couturier Ed Over Marc-Andre Prudhomme Paul.Gendreau	Michel Belanger Nick Gillis
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<b>Recorded by:</b>	D. Green	<b>Signature:</b>	David Green
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NOTES	
Item No.	Description
	<p>Focus Areas See Attachment #1 for a copy of the Team Charter for Quality</p> <p>Agenda</p> <ol style="list-style-type: none"> <li>1. Quality Plan</li> <li>2. Quality Processes and Procedures</li> <li>3. Quality Tools</li> <li>4. Quality Scope of (home office + MF site plus others)</li> <li>5. Quality Resource Plan (home office + MF site plus others)</li> <li>6. Quality Organization (home office + MF site plus others)</li> <li>7. Quality Risks, Issues and Opportunities</li> <li>8. Agreed Action plan</li> </ol>

ACTIONS		
Item No.	Description	Action / Date
1.0	Safety Moment	
1.1	Recent Icebergs in the area are of great interest but climbing icebergs and ice retrieval is strongly discouraged.	Info.



Minutes of Meeting

ACTIONS		
Item No.	Description	Action / Date
2.0	<b>Introduction</b>	
2.1	<p>Ron Power provided an introduction to the group giving the background on the misalignment from the proposed hours in the SLI original proposal submitted in 2010 and the estimated EPCM man-hours developed in December 2011.</p> <p>The basic aim is to establish alignment on the Quality Plan anchoring back to the Coordination Procedures in the EPCM contract. Agree on processes, procedures and tools as well as the scope of work and responsibilities for the EPCM. Once alignment has been agreed on these items a project organization will be agreed and resource requirements established.</p>	Info
2.2	All items are open for discussion to achieve a "Lean and Mean" project organization. The proposed organization and tools will be backed up with a review of the costs and benefits to the project.	Info
3.0	<b>Quality Team Organization</b>	
3.1	<p>The Quality Team will consist of the following;</p> <p>Lead – David Green</p> <p>Working Group:</p> <ul style="list-style-type: none"> <li>• Ken Morrison</li> <li>• Gilbert Coll</li> <li>• Glenn Piercey</li> <li>• Mark Peddle</li> </ul> <p>Supporting Group:</p> <ul style="list-style-type: none"> <li>• Claude Daneau</li> <li>• Gervais Savard</li> <li>• Ovidio Ascencio</li> <li>• Michel Belanger</li> <li>• Francois Couturier</li> <li>• Ed Over</li> <li>• Marc-Andre Prudhomme</li> <li>• Geoff Marshall</li> <li>• Darren Debourke</li> <li>• Scott O'Brien</li> <li>• Kyle Tucker</li> <li>• Pat Hussey</li> </ul> <p>Subject Matter Experts</p> <ul style="list-style-type: none"> <li>• David Green</li> </ul>	Info



LC-G-002 - 505573-0000-30MC-I-0063- MOM - Document Control Team Charter Kick-Off Meeting

Ryder, Wanda

to:

Ryder, Wanda. LCP\_LCG002

04/25/2012 02:45 PM

Cc:

LowerChurchill, "Gillis, Nick". "Bechard, Normand"

Hide Details

From: "Ryder, Wanda" <Wanda.Ryder@sncclavalin.com>

To: "Ryder, Wanda" <Wanda.Ryder@sncclavalin.com>, <LCP\_LCG002@nalcenergy.com>

Cc: <LowerChurchill@sncclavalin.com>, "Gillis, Nick" <Nick.Gillis@sncclavalin.com>,

"Bechard, Normand" <Normand.Bechard@sncclavalin.com>

History: This message has been forwarded.

1 Attachment



ole1.bmp ole2.bmp IN-0122.zip

Good day:

I have attached the MOM – Document Control Team Charter Kick-Off Meeting, plus attachment in ZIP FOLDER IN-0122.

<<IN-0122.zip>>

If you require any additional information, please feel free to contact the undersigned.

Regards,  
Wanda

**Wanda C. Ryder**

*Sr. Administrative Assistant, to*

*Normand Bechard, General Project Manager,*

*Lower Churchill Project*

**SNC-LAVALIN INC.**

350 Torbay Road, Suite 2, NL A1A 4E1

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**SNC-LAVALIN**



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MINUTES OF MEETING

Minutes No.: 505573-0000-30MC-I-0063 Ref.: LC-G-002  
 Prepared by: Nick Gillis Date: 24-April-2012  
 Meeting date: 24-April-2011 Project: Lower Churchill Project  
 Location: SLI Offices  
 Subject: Document Control Team Charter Kick-off Meeting  
 Attendees: SNC-Lavalin

Mahmoud Berjaoui	Nick Gillis
Paul Gendreau	Carlos Fernandez
Maria Mantala	Mark Andre Prud'homme

Nalcor Energy

Ron Power (Part Time)	Dave Green
Nicole Collins	Victoria Stanford
Geoff Marshall	

Distribution: Attendee's + Nalcor - Ron Power, Jason Kean  
 SLI – Normand Bechard

Point No.	Description	Action By	Date
<b>Focus Areas</b>			
See Attachment #1 for a copy of the Team Charter for Document Control			
<b>Agenda</b>			
IM Plan			
IM Processes and Procedures			
IM Tools			
IM Scope of Work + QTY of processing (home office + MF site plus others)			
IM Resource Plan (home office + MF site plus others)			
IM Organization (home office + MF site plus others)			
IM Risks, Issues and Opportunities			
Agreed Action plan			
1.0	<b>Safety Moment</b>		
1.1	Don't put yourself at risk to get iceberg ice.	Info.	
2.0	<b>Introduction</b>		
2.1	Ron Power provided an introduction to the group giving the background on the misalignment from the proposed hours in the SLI original proposal submitted in 2010 and the estimated EPCM man-hours developed in December 2011.  The basic aim is to establish alignment on the Document Control Management Plan anchoring back to the Coordination Procedures in the EPCM contract. Agree on processes, procedures and tools as well as the scope of work and responsibilities for the EPCM. Once alignment has been agreed on these items a project organization will be agreed and resource requirements established.	Info	

MINUTES OF MEETING

2.2	All items are open for discussion to achieve a "Lean and Mean" project organization. The proposed organization and tools will be backed up with a review of the costs and benefits to the project.	Info	
3.0	<b>DC Team Organization</b>		
3.1	<p><b>The Document Control Team will consist of the following;</b></p> <p><b>Lead – David Green</b></p> <p>Working Group</p> <ul style="list-style-type: none"> <li>Nicole Collins and Victoria Stanford</li> <li>Carlos Fernandez and Maria Mantala (Mouloud Ait Ouferoukh) alternate</li> <li>Mark Andre Prud'homme (IT and SLI Tools) as required</li> <li>Geoff Marshall (Nalcor IT) as required</li> </ul> <p>Document Control Subject Matter Experts</p> <ul style="list-style-type: none"> <li>David Green</li> <li>Charles Memain</li> </ul>	Info	
3.0	<b>IM Plan</b>		
3.1	<p>The IM plan has been issued unofficially to Nalcor. SLI/Nalcor working group to review and get alignment.</p> <p>The document should be anchored back to the Coordination Procedure in the contract with a view to simplifying the process to make the process as efficient as possible to expedite the flow of documentation between SLI and Nalcor. IM Plan should also be anchored back to the M&amp;M procedures where appropriate.</p> <p>IM Plan should include all field offices for the life of the project.</p> <p>Document should be signed off approved for use as soon as possible capturing any updates and proposed improvements to the process.</p>	Maria Mantala Victoria Stanford	
4.0	<b>IM Processes and Procedures</b>		
4.1	There shall be a full review of SLI document control processes and procedures (anchored back to M&M processes and procedures). The SLI DC Project Instructions will be revised to consolidate them into one document and to bridge them to the M&M procedures backbone.	Maria Mantala	
4.2	Nalcor to review output and confirm acceptability of IM process and procedures	Victoria Stanford	
5.0	<b>IM Tools</b>		
4.1	A full review of the SLI project tools will be carried out (PM+, PDM,PDMC)	Working Group	

MINUTES OF MEETING

5.0	<b>IM Scope of Work + QTY of processing (home office + MF site plus others)</b>		
5.1	<p>The team will review and agree the full scope of work for document control including quantity of documents.</p> <p>This review shall consider:</p> <ol style="list-style-type: none"> <li>1. Issuing and Control of EPCM Documents (numbers and number of revisions)</li> <li>2. Issuing and Control of Vendor Documents (numbers and number of revisions)</li> <li>3. Reporting (Weekly &amp; Monthly)</li> <li>4. Quality Checks</li> <li>5. Support to Procurement</li> <li>6. Project Meetings</li> <li>7. Kick-off meetings with vendors</li> <li>8. Scanning/Copying</li> <li>9. Filing</li> <li>10. Archiving Comments and Check Prints</li> <li>11. Audits and audit follow up</li> <li>12. DC training of project staff</li> <li>13. Expediting documents</li> <li>14. etc</li> </ol>	<p>Maria Mantala Victoria Stanford</p>	
6.0	<b>IM Resource Plan (home office + MF site plus others)</b>		
6.1	Based on the results of the definition of the scope of work a resource plan will be developed for the home office and all field sites.	<p>Maria Mantala Victoria Stanford</p>	
7.0	<b>IM Organization (home office + MF site plus others)</b>		
7.1	Based on the results of the definition of the scope of work and the resource plan a project organization for DC will be developed for the home office and all field sites.	<p>Maria Mantala Victoria Stanford Carlos Fernandez Dave Green</p>	
8.0	<b>IM Risks, Issues and Opportunities</b>		
8.1	During the review process credible risks, issues and opportunities related to functioning of the process and the knock on impacts to the project will be identified.	<p>All</p>	
9.0	<b>Action Plan</b>		
9.1	The group will meet on 25 Apr 2012 and develop an action plan for the next 3 weeks	<p>Carlos Fernandez</p>	
<p>Please review and advise any comments on these minutes of meeting.</p>			

<b>EPCM Services</b> <b>Post - Gate 3 Execution Planning : Team Charter</b> <b>Document Control</b>			
<b>Introduction</b>	<ol style="list-style-type: none"> <li>1. It is recognized that the deliverables, defined for completion during Phase 3, have not been sufficiently developed to support a project readiness review (IPR) for DG3.</li> <li>2. In an effort to expedite the completion of these deliverables and anything else required to enter a state of construction readiness, awaiting EA approval, NE and SLI agree to a cooperative effort to complete all such requirements, using a task force approach.</li> </ol>		
<b>Date Issued</b>	11 - Apr. - 2012		
<b>Functional Areas</b>	<p><b>Priority 1</b></p> <ul style="list-style-type: none"> <li>• Project Management</li> </ul> <p><b>Priority 2</b></p> <ul style="list-style-type: none"> <li>• Project Controls</li> <li>• Engineering (Components 1, 3 &amp; 4)</li> <li>• QA/QC</li> <li>• Supply Chain</li> <li>• Construction Management &amp; Completions</li> </ul> <p><b>Priority 3</b></p> <ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Environment</li> <li>• Document Control</li> <li>• Risk Management</li> <li>• Interface Management</li> <li>• Management of Change</li> <li>• Labor Relations</li> <li>• Office Services &amp; Administration</li> <li>• Commissioning</li> <li>• IS/IT</li> </ul>		
<b>NE-LCP Sponsor</b>	Ron Power – General Project Manager	<b>SLI Sponsor</b>	Normand Bechard – General Project Manager
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• Nalcor Executive Leadership team: Paul Harrington, Lance Clarke</li> <li>• SLI Executive Leadership team: Joe Salim, Marie-Claude Dumas</li> </ul>		

<b>EPCM Services</b> <b>Post - Gate 3 Execution Planning : Team Charter</b> <b>Document Control</b>	
<b>Objectives</b>	Anchoring back to contract principles: <ul style="list-style-type: none"> <li>• Ensure Nalcor functional requirements are defined, documented and if required, clarified</li> <li>• Confirm functional scope &amp; execution strategy</li> <li>• Agree functional Management Plan</li> <li>• Agree functional processes &amp; procedures</li> <li>• Agree organization charts and manpower plans, by phase</li> <li>• Complete all required Phase 3 deliverables to a high quality standard</li> <li>• Identify risks/issues/ potential for improvement</li> <li>• Ensure preparedness for Gate 3 IPR (see attached Gate 2 IPR scope &amp; focus)</li> </ul>
<b>Deliverables</b> (for each functional area)	<ul style="list-style-type: none"> <li>• Management Plan</li> <li>• All required processes, procedures, and tools agreed and in place</li> <li>• Updated Responsibility Assignment Matrix</li> <li>• Fully developed organization charts by phase</li> <li>• Fully developed Manpower Plans</li> <li>• Other deliverables related specifically to the function (see table herein)</li> <li>• Table of risks, issues, potential for improvement, all with</li> <li>• Accompanying mitigating or supporting actions</li> <li>• Any Gate 3 Deliverables not covered above</li> </ul>
<b>Approach</b>	<ul style="list-style-type: none"> <li>• NE and SLI project management meet and seek alignment on:                             <ul style="list-style-type: none"> <li>• project objectives</li> <li>• strategies for project delivery</li> <li>• guidelines for functional teams</li> </ul> </li> <li>• Priority 2 functional teams meet as required to develop deliverables within management guidelines</li> <li>• Priority 3 functional teams meet as required to develop deliverables within management guidelines</li> </ul>
<b>Critical Success Factors</b>	<ul style="list-style-type: none"> <li>• Adequate information in-hand to progress deliverables</li> <li>• Maintain open communications via regular progress updates within task force</li> <li>• Task force schedule development and adherence</li> <li>• Alignment of stakeholders on scope of task force activities</li> <li>• Alignment of all participants on what is "best for project"</li> </ul>
<b>Goals / Measures of Success</b>	<ul style="list-style-type: none"> <li>• Achieve a positive Project Readiness rating from IPA in early May</li> <li>• NE/SLI team feels confident it can deliver the project successfully</li> <li>• Be in a state of readiness to kick-off construction immediately following DG3 approval</li> </ul>

<p><b>EPCM Services</b></p> <p><b>Post - Gate 3 Execution Planning : Team Charter</b></p> <p><b>Document Control</b></p>	
<p><b>Roles &amp; Responsibilities</b></p>	<p><u>Task Force Leader : David Green</u></p> <ul style="list-style-type: none"> <li>- Achieve task force goals and objectives</li> <li>- Steward team charter</li> <li>- Communicate with task force members and NE-LCP Stakeholders to ensure alignment</li> <li>- Manage task force schedule and performance</li> <li>- Define the expected standard for task force deliverables</li> <li>- Ensure task force functions within established NE-LCP management systems (i.e. procedures, guidelines, document management, etc.)</li> </ul> <p><u>Team Members : Vickie Stanford (Nalcor) / SLI – to be advised</u></p> <ul style="list-style-type: none"> <li>- Actively participate in the Task Force and fully support the Task Force leader to achieve all goals and objectives</li> </ul> <p><u>Subject Matter Expert: David Green</u></p> <ul style="list-style-type: none"> <li>- <u>See above</u></li> </ul>
<p><b>Interpersonal Behaviors</b></p>	<p>The following principles will be followed. These principles are contained in the Agreement between Nalcor and SLI for guidance during project execution:</p> <ul style="list-style-type: none"> <li>• Successful delivery of the Project is paramount;</li> <li>• Unwavering corporate and staff commitment is fundamental to Project success;</li> <li>• Parties will be solution oriented, not problem focused;</li> <li>• Parties will be mutually collaborative and supportive;</li> <li>• Philosophically, contract changes between the Parties will not be a focus item;</li> <li>• Engineering will be executed in Newfoundland and Labrador. Specialized Engineering may occur outside the Province subject to Company approval and in compliance with the terms of Exhibit 9.</li> <li>• Management of the Agreement between the Parties to be kept separate from Project execution</li> </ul>

**EPCM Services**  
**Post - Gate 3 Execution Planning : Team Charter**  
**Document Control**

<b>Task Force Guidelines</b>	<ul style="list-style-type: none"> <li>• Project execution philosophy &amp; execution approach to be consistent with and support project financing model</li> <li>• All construction shall be executed by qualified contractors, with demonstrated proven success in work awarded</li> <li>• Site management teams to be of optimum size for its primary (basic) needs and in consideration of functional support being provided by St. John's Home Office</li> <li>• St. John's Home Office staffed to suit project needs, with planned longer term reductions</li> <li>• Roles and responsibilities are defined as per attached Responsibility Assignment Matrix</li> <li>• SLI to use its own methods and procedures in the performance of the services, building on SNC-Lavalin Best Practices, systems, procedures and processes</li> <li>• Nalcor requirements are specified in the Coordination Procedures.</li> <li>• Where necessary, SLI shall create, adapt and/or modify its own procedures, practices, systems, or programs to satisfy Nalcor requirements and objectives</li> </ul>
<b>Guidance Documents</b>	<ul style="list-style-type: none"> <li>• Agreement LC-G-002                         <ul style="list-style-type: none"> <li>• Exhibit 3 SCOPE OF SERVICES</li> <li>• Section 3.5.2.1 Gate 3 Deliverables</li> <li>• Exhibit 5 COORDINATION PROCEDURES</li> </ul> </li> <li>• LCP-PT-MD-0000-PM-PL-001-01 Project Execution Plan (Scope and Approach)</li> <li>• LCP-PT-MD-0000-PM-ST-0002-01 Overarching Contracting Strategy</li> <li>• Responsibility Assignment Matrix Nalcor/SLI (attached)</li> <li>• Gate 2 IPR Objectives, Scope &amp; Focus <i>(attached)</i></li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Weekly task force status report to Sponsors <b>(Action D. Green)</b></li> <li>• Presentation of results by Task Force upon completion</li> </ul>

**Acceptance**

<b>Nalcor Sponsor</b>	Ron Power	<b>Acceptance</b>		<b>Date</b>	
<b>SLI Sponsor</b>	Normand Bechard	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	David Green	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Vickie Stanford	<b>Acceptance</b>		<b>Date</b>	



EPCM Services					
Post - Gate 3 Execution Planning : Team Charter					
Document Control					
Team Member		Acceptance		Date	

<b>EPCM Services</b> <b>Post - Gate 3 Execution Planning : Team Charter</b> <b>Finance and Accounting</b>			
<b>Introduction</b>	<ol style="list-style-type: none"> <li>1. It is recognized that the deliverables, defined for completion during Phase 3, have not been sufficiently developed to support a project readiness review (IPR) for DG3.</li> <li>2. In an effort to expedite the completion of these deliverables and anything else required to enter a state of construction readiness, awaiting EA approval, NE and SLI agree to a cooperative effort to complete all such requirements, using a task force approach.</li> </ol>		
<b>Date Issued</b>	14 - Apr.- 2012		
<b>Functional Areas</b>	<p><b>Priority 1</b></p> <ul style="list-style-type: none"> <li>• Project Management</li> </ul> <p><b>Priority 2</b></p> <ul style="list-style-type: none"> <li>• Project Controls</li> <li>• Engineering (Components 1, 3 &amp; 4)</li> <li>• QA/QC</li> <li>• Supply Chain</li> <li>• Construction Management &amp; Completions</li> </ul> <p><b>Priority 3</b></p> <ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Environment</li> <li>• Document Control</li> <li>• Risk Management</li> <li>• Interface Management</li> <li>• Management of Change</li> <li>• Labor Relations</li> <li>• Office Services &amp; Administration (Finance and Accounting)</li> <li>• Commissioning</li> <li>• IS/IT</li> </ul>		
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<b>EPCM Services</b> <b>Post - Gate 3 Execution Planning : Team Charter</b> <b>Finance and Accounting</b>	
<b>Objectives</b>	Anchoring back to contract principles: <ul style="list-style-type: none"> <li>• Ensure Nalcor functional requirements are defined, documented and if required, clarified</li> <li>• Confirm functional scope &amp; execution strategy</li> <li>• Agree functional Management Plan</li> <li>• Agree functional processes &amp; procedures</li> <li>• Agree organization charts and manpower plans, by phase</li> <li>• Complete all required Phase 3 deliverables to a high quality standard</li> <li>• Identify risks/issues/ potential for improvement</li> <li>• Ensure preparedness for Gate 3 IPR (see attached Gate 2 IPR scope &amp; focus)</li> </ul>
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<p><b>EPCM Services</b></p> <p><b>Post - Gate 3 Execution Planning : Team Charter</b></p> <p><b>Finance and Accounting</b></p>	
<p><b>Roles &amp; Responsibilities</b></p>	<p><u>Task Force Leader : John Skinner</u></p> <ul style="list-style-type: none"> <li>- Achieve task force goals and objectives</li> <li>- Steward team charter</li> <li>- Communicate with task force members and NE-LCP Stakeholders to ensure alignment</li> <li>- Manage task force schedule and performance</li> <li>- Define the expected standard for task force deliverables</li> <li>- Ensure task force functions within established NE-LCP management systems (i.e. procedures, guidelines, document management, etc.)</li> </ul> <p><u>Team Members : John Skinner / Jonathon (Nalcor) / SLI – Brian Colbourne / Mark Docminic (others??)</u></p> <ul style="list-style-type: none"> <li>- Actively participate in the Task Force and fully support the Task Force leader to achieve all goals and objectives</li> </ul> <p><u>Subject Matter Experts: Gerald Cahill (Nalcor) / Justin Bowmer (to be utilized as appropriate)</u></p> <ul style="list-style-type: none"> <li>- <u>See above</u></li> </ul>
<p><b>Interpersonal Behaviors</b></p>	<p>The following principles will be followed. These principles are contained in the Agreement between Nalcor and SLI for guidance during project execution:</p> <ul style="list-style-type: none"> <li>• Successful delivery of the Project is paramount;</li> <li>• Unwavering corporate and staff commitment is fundamental to Project success;</li> <li>• Parties will be solution oriented, not problem focused;</li> <li>• Parties will be mutually collaborative and supportive;</li> <li>• Philosophically, contract changes between the Parties will not be a focus item;</li> <li>• Engineering will be executed in Newfoundland and Labrador. Specialized Engineering may occur outside the Province subject to Company approval and in compliance with the terms of Exhibit 9.</li> <li>• Management of the Agreement between the Parties to be kept separate from Project execution</li> </ul>

# EPCM Services

## Post - Gate 3 Execution Planning : Team Charter

### Finance and Accounting

<b>Task Force Guidelines</b>	<ul style="list-style-type: none"> <li>• Project execution philosophy &amp; execution approach to be consistent with and support project financing model</li> <li>• All construction shall be executed by qualified contractors, with demonstrated proven success in work awarded</li> <li>• Site management teams to be of optimum size for its primary (basic) needs and in consideration of functional support being provided by St. John's Home Office</li> <li>• St. John's Home Office staffed to suit project needs, with planned longer term reductions</li> <li>• Roles and responsibilities are defined as per attached Responsibility Assignment Matrix</li> <li>• SLI to use its own methods and procedures in the performance of the services, building on SNC-Lavalin Best Practices, systems, procedures and processes</li> <li>• Nalcor requirements are specified in the Coordination Procedures.</li> <li>• Where necessary, SLI shall create, adapt and/or modify its own procedures, practices, systems, or programs to satisfy Nalcor requirements and objectives</li> </ul>
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<b>Communication</b>	<ul style="list-style-type: none"> <li>• Weekly task force status report to Sponsors (<b>Action D. Green</b>)</li> <li>• Presentation of results by Task Force upon completion</li> </ul>

## Acceptance

<b>Nalcor Sponsor</b>	Ron Power	<b>Acceptance</b>		<b>Date</b>	
<b>SLI Sponsor</b>	Normand Bechard	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	John Skinner	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Jonathon Kelly	<b>Acceptance</b>		<b>Date</b>	

**EPCM Services**  
**Post - Gate 3 Execution Planning : Team Charter**  
**Finance and Accounting**

<b>Team Member</b>	Brian Colbourne	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Mark Dominic	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Gerald Cahill	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>	Justin Bowner	<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>		<b>Acceptance</b>		<b>Date</b>	
<b>Team Member</b>		<b>Acceptance</b>		<b>Date</b>	